



Exploring Community Development Services in the City of Manistee



March 5, 2013



March 5, 2013

Dear Mayor Kenny and Members of City Council:

Several months ago Administration recommended and City Council supported drafting a study that explored and reviewed various Community Development Department options for Manistee's future:

Clearly council, Administration and the Community have and will continue to face significant financial challenges. The intent of the study is to provide unbiased information that was researched and compiled by Administration to allow City Council to make an informed and educated, albeit difficult, decision regarding these services. Without conducting another professional study, City Council has the best and most complete information Administration has available.

This report has been compiled by Community Development Director Jon R. Rose, Finance Director, Edward Bradford, City Clerk Michelle Wright and City Manager Mitchell Deisch.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jon R. Rose', written over a horizontal line.

Jon R. Rose, Community Development Director

A handwritten signature in blue ink, appearing to read 'Edward Bradford', written over a horizontal line.

Edward Bradford, Finance Director

A handwritten signature in blue ink, appearing to read 'Michelle Wright', written over a horizontal line.

Michelle Wright, City Clerk

A handwritten signature in blue ink, appearing to read 'Mitchell D. Deisch', written over a horizontal line.

Mitchell Deisch, City Manager

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INTRODUCTION

The purpose of this report is to research and document the various options for providing Community Development Services in the City of Manistee.

The information presented is an objective look at various options that are available to the City to provide community development services. The document is a collaborative effort between the City Manager, Community Development Director, City Clerk, and Finance Director. The completed document has been reviewed by all parties who had a role in compiling, preparing and reviewing the information.

This document will not suggest a recommended course of action, but will instead provide City Council and the public a resource from which to draw as service level, staffing and budgeting decisions for these services are made in the future.

WHY THIS REPORT HAS BEEN CREATED

The topic of preparing White Papers for all City Departments was brought to the forefront during the 2010-2011 FY budgeting process. At the start of the budgeting process, a large general fund deficit was projected. In response to this deficit, several restructuring initiatives were proposed in the recommended budget.

This report was suggested by Administration as a tool for City Council to use in evaluating the various options available to provide Community Development Services. The goal is to present it in advance of the next budgeting cycle so that the public and Council have time in which to evaluate how to deliver these services prior to adopting the 2013-2014 budget.

Any discussion of reorganizing departments or potentially eliminating employees tends to be emotional for people. The key is to focus on the facts and information and not emotions. It is hoped that this paper will provide objective information needed to make an informed and educated decision about the Community Development Department. This white paper report is intended to provide Council with sufficient information to evaluate options for the future management and operation of the Community Development Department.

Finally, this report must also serve as a succession plan for the current Community Development Director Jon Rose who has more than 20 years of service with the City. Jon started on February 4, 1991 with the City of Manistee as the Building Inspector/Code Enforcement Officer and was appointed Community Development Director on October 3, 1996 by City Manager Ben Bifoss.

A succession plan for the current Building Inspector Mark Niesen will also be considered as part of this report. Mr. Niesen started with the City on April 13, 1999 as the Building Inspector.

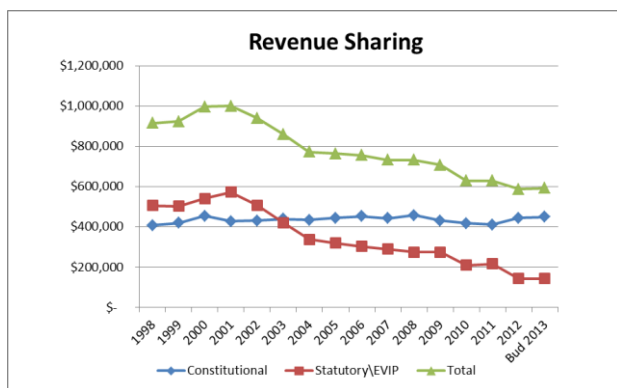
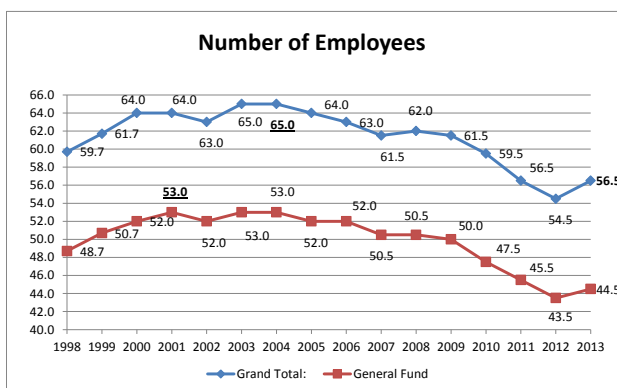
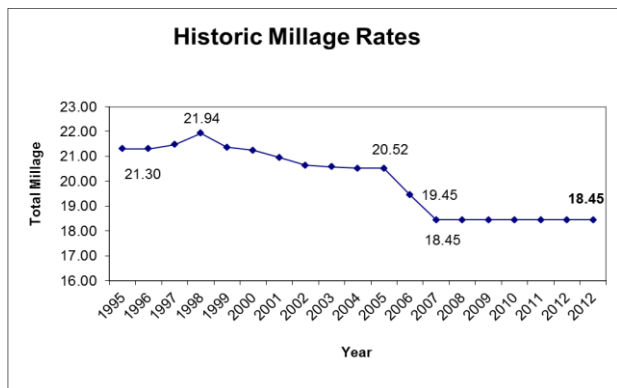
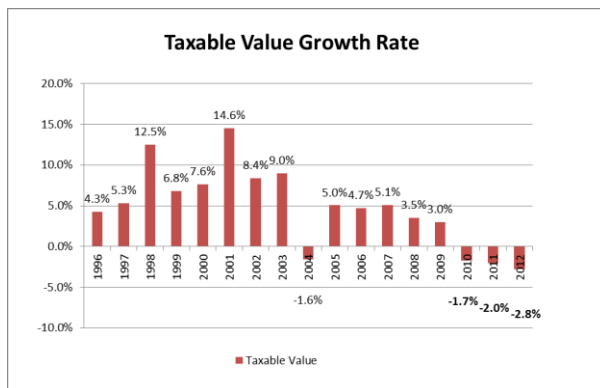
On March 31, 2013 Sarah Wojciechowski, Clerical Support Staff for the Building Inspector will retire. Ms. Wojciechowski started with the City on July 24, 2006. This position will not be filled until the White Paper has been evaluated.

As we have seen with previous employees who retired with numerous years of experience there is a tremendous amount of institutional knowledge that is housed solely with them. Losing this information due to lack of succession planning and an appropriate transition period would be unwise, imprudent and have potentially damaging consequences.

It will be important to chart a course that allows the current Community Development Director and Building Inspector to impart the knowledge they have compiled with their eventual successors. As Council reviews this white paper it will be important to that they keep this issue at the forefront of their thoughts.

NEED FOR EVALUATION OF CITY SERVICES

As is typical in most communities across Michigan (and the rest of the country too), budgetary constraints are forcing a top to bottom evaluation of how and what type of services they should provide. Manistee is not immune from these budgetary pressures. Reduced tax base, sharply reduced state revenue sharing, pending reductions in personal property taxes and increases in personnel and supply costs have put the City on an extremely challenging fiscal path. The operating millage rate has also declined by 1.2 mills or 6.5% since 2001.



Previous cost containment measures have included reducing the number of general fund employees by 8.5 or 16% since 2004, implementing significant healthcare reforms thru cost sharing, addressing pension costs by moving to MERS, slowing wage growth and/or freezing wages as needed, cutting benefits and reducing operational budgets.

The conclusion from all of this is inescapable: The City's declining or stagnant revenues can no longer support the service delivery model of the past. Manistee must reinvent how it delivers services so it can maintain the high quality of life enjoyed by residents, yet balance that with financial realities and respect for employees. Without doing this or; alternatively, finding significant new revenue, the City will not be able to continue to function effectively.

WHY THE COMMUNITY DEVELOPMENT DEPARTMENT

In researching the various City departments it is the City Manager's, Finance Director's and Community Development Director's belief that there may be acceptable, yet limited, alternative methods to providing community development services other than how the City of Manistee currently provides these services.

In 2010 the City commissioned Matrix Consulting Group to perform an Operational Service Assessment to get an outside evaluation of organizational service provisions. This assessment performed for each city department. *"The overarching purpose of this project was to:*

Sustain, provide and develop City services in the most economically efficient manner, in keeping with the vision of the City to be a "Community of choice on the northwest Michigan Coastline.

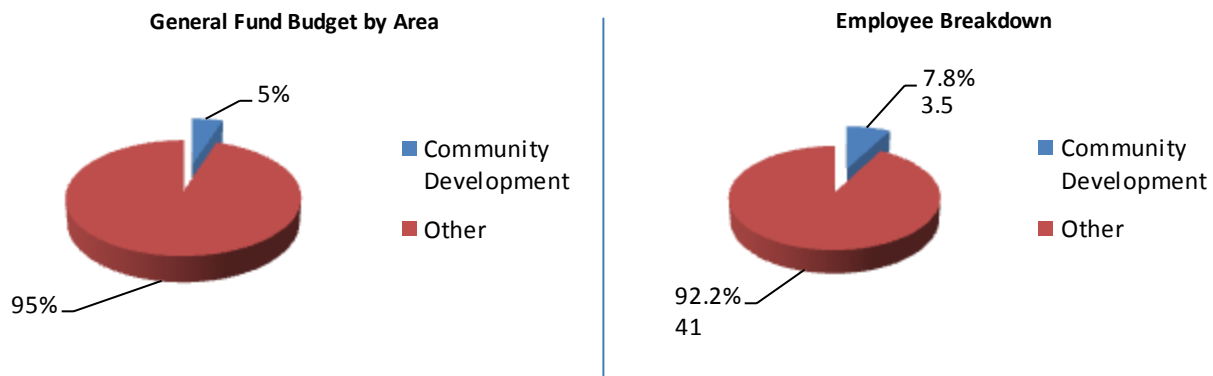
*This project will focus on departmental efficiencies, consolidation, collaboration with other entities, potential outsourcing of services, and collaboration with other entities, potential outsourcing of services, and a long term reorganization recommendations for the Departments of Public Works, Police Department and Fire/EMS Department; and other departments as may be determined to be beneficial."*¹

While the Operational Service Assessment (OSA) Report did not recommend any changes in the Community Development Department, there are alternative organizational options, which will be explored in this report.

As with the Assessing, Public Safety and Department of Public Works White Paper Reports this review is not intended to single out or balance the budget on the back of the Community Development Department, nor is it to be the last comprehensive review of City departments.

Community Development Services currently consume 4.8% of the City's general fund budget and makes up 7.8% of the general fund employees. The Community Development Department has three full time employees, four permanent part-time employees and numerous Site Managers. The permanent part-time employee who works at the Ramsdell Theatre and the Site Managers are paid out of the Ramsdell Theatre account and are not reflected in the above statistics or charts below.

¹ Matrix Consulting Group *Report on the City – Wide Departmental Operational Service Assessment, City of Manistee, Michigan*, (January 12, 2010): 1



The ongoing white paper reviews should be viewed as a type of continuous improvement undertaking. In these challenging economic times, every service provided by the City, and how they are delivered, needs to be scrutinized. Taxpayers are tightening their own belts and prioritizing their own budgets and should expect no less from the City of Manistee.

CURRENT COMMUNITY DEVELOPMENT SERVICE LEVELS

In revisiting the City of Manistee's service levels and delivery methods for the Community Development Department there are several fundamental questions that must be answered. By answering each of these, the community and Council can arrive at the model that is best for Manistee.

- What service levels are desired by the community?
- What service levels are needed by the community?
- What level of service can the community afford?
- Is the current service delivery method the most effective & efficient?
- Are there alternative service delivery methods?

In order to evaluate these questions, it is imperative to understand what the current service levels are, how they are delivered and what it costs to deliver these services. This information is critical in evaluating alternatives so one can intelligently gauge what the real and perceived trade-offs are for various options versus the status quo. It is also important to document these service levels to address any misperceptions that citizens may have. Equally important is a discussion of internal and external constraints on the City thru laws, regulations, policies, and financial condition.

In evaluating the level of Community Development services, one can look at high level statistical data compiled by the department. However, to really understand this data (and thus the services provided) requires a closer look at the details. Drilling down into the data and looking at the component pieces is crucial. Summary data can often be misleading. It should also be noted that it is difficult to look at Community Development services and make objective judgments of their relative "quality" versus other communities, as this is a complex question.

The Operational Service Assessment stated *“Of particular note in this Department are the extensive “auxiliary” duties that have been assigned to staff within this department that are outside the traditional community development functions. These must be taken into consideration when evaluating service levels and appropriate staffing and demonstrate the extent to which the City of Manistee has utilized individual skills to assign additional duties to staff (even when they fall outside the typical areas of responsibility for a position. For example the following points summarize some of the more significant additional duties being performed by staff:*

- **Community Development Director** performs grant writing functions for many areas of the City including those outside the direct community development areas. Additionally, he assists staff from the Clerk’s Department in serving as the insurance administrator for the City of Manistee.
- **Administrative Assistant** conducts review of minor permit applications (such as signs, fences, driveways, land use, special use and certificates of appropriateness) to determine compliance with City ordinances, regulations and requirements in addition to providing general administrative support to the department and serving as secretary to the various boards and commissions.
- **Building Inspector** serves as coordinator of the Ramsdell Theatre operation and oversees facility maintenance functions for a variety of City buildings including City Hall, DPW facility, WWTP, and Ramsdell Theatre in addition to conducting building plan review, inspections and code enforcement functions.

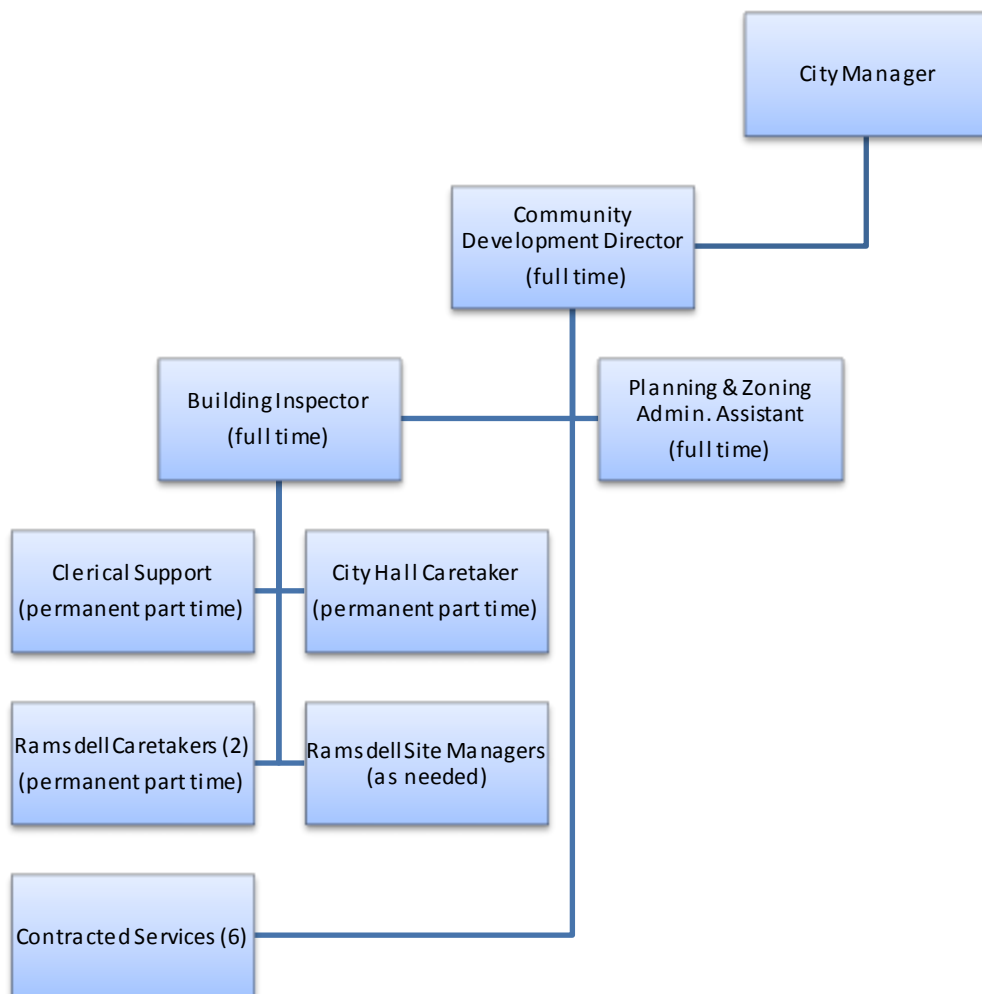
*These cross-utilization efforts have enabled the City to more effectively handle these functions without the need for additional or specialized staff. Existing staff have been able to accommodate these duties without significant impact on their primary functions/duties.”*²

It should be noted that this excerpt from the OSA does not mention several other Community Development Departmental functions. Those duties include Project Management, Ramsdell Events, Web Page Administration, GIS, Rental Inspection, Supervision of City Hall Caretaker, and Supervision of Ramsdell Employees/Site Managers.

Current departmental information and a discussion of the service levels and constraints are provided on the following pages.

² Matrix Consulting Group *Report on the City – Wide Departmental Operational Service Assessment, City of Manistee, Michigan*, (January 12, 2010): 56-57

Organization



Full Time Employees (3)

The **Community Development Director** oversees office operations and the employees in the department. This is a full time position and reports directly to the City Manager.

Planning & Zoning Administration (Administrative Assistant) is a full time position and reports directly to the Community Development Director

Building/Rental Inspection is a full time position and reports directly to the Community Development Director.

The above listed employees along with the Building Department Clerical Support all work together and cover for each other when an employee is off work. These offices are located at City Hall.

Permanent Part Time Employees (4)

Building Department Clerical Support is a permanent Part time position (20 hours per week) and the position is coordinated with the Building Inspector with final approval/oversight by the Community Development Director (retiring March 31, 2013).

City Hall Caretaker is a permanent Part time position (19 hours per week) and the Caretaker's work schedule is coordinated with the Building Inspector with final approval/oversight by the Community Development Director.

Since the Ramsdell Theatre will have a separate White Paper Report, this report shall summarize, not detail the duties of the employees who work at the Ramsdell Theatre.

Ramsdell Theater Caretaker(s) are permanent Part time positions (19-20 hours per week) and the Caretakers' work schedules are coordinated with the Building Inspector with final approval/oversight by the Community Development Director. They are not considered to be part of the Community Development Department nor included in their budget, but do report to the Community Development Director through the Building Inspector.

There have traditionally been two part-time caretakers at the Ramsdell Theatre. There is currently only one; as the other position is being left unfilled pending outcome of this white paper review.

Site Managers, Light, Sound and Projection Technicians (contractual, numerous)

Ramsdell Theater Site Managers are trained by the Building Inspector who oversees their scheduling, and are used for various events at the Theatre.

Light Technicians, Sound Technicians, and Projection Technicians the Building Inspector oversees their scheduling and are used for various events at the Theatre.

Contracted Service Providers (6)

The following are Contracted Employees whose work is overseen by the Community Development Department.

BRA Consultant is an independent contractor who works with the Community Development Director on all of the City of Manistee Brownfield Projects.

Mechanical/HVAC Provider of Record for the City is an independent contractor. The Building Inspector/Community Development Director schedule necessary services for City Hall, Ramsdell Theatre and Municipal Marina Building and other municipal buildings as requested.

Plumbing Provider of Record for the City is an independent contractor. The Building Inspector/Community Development Director schedule necessary services for City Hall, Ramsdell Theatre and Municipal Marina Building and other municipal buildings as requested.

Electrical Provider of Record for the City is an independent contractor. The Building Inspector/Community Development Director schedule necessary services for City Hall, Ramsdell Theatre and Municipal Marina Building and other municipal buildings as requested.

General Contracting Provider of Record for the City is an independent contractor. The Building Inspector/Community Development Director schedule necessary services for City Hall, Ramsdell Theatre and Municipal Marina Building and other municipal buildings as requested.

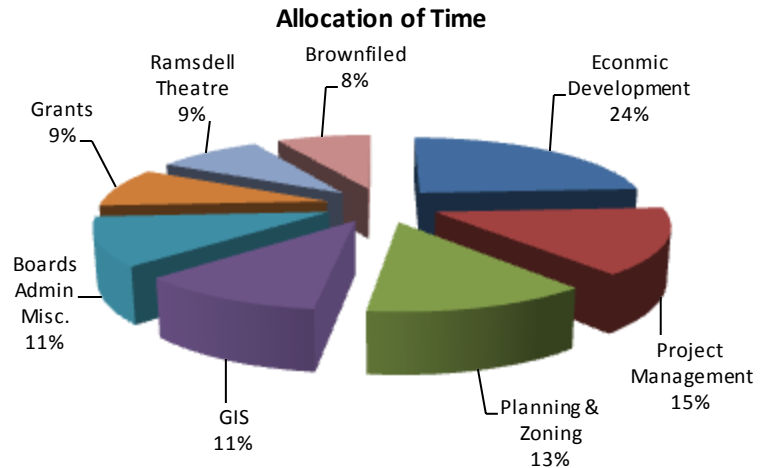
Planning Consultant assists with questions relating to the Zoning Ordinance and Development issues.

Duties and Responsibilities

Community Development Director

The Community Development Director works closely with the City Manager. The City of Manistee does not have an Assistant City Manager per se, and the Community Development Director's duties include many duties that would be the responsibility of the Assistant City Manager if there were one.

Allocations of time are estimates and vary from week to week:



Economic Development (24%) - Meet with developers, City representative at various meetings (Cooperative Weed Management Authority, Human Services Collaborating Body, Continuum of Care, Healthy Manistee Coalition, Ramsdell Staff, County Extension Educational Steering Committee and Main Street Design Committee), troubleshoots

Project Management (15%) - Project Manager as assigned, works closely with engineers in design, plan review, etc.

Planning & Zoning (11%) – City Planner

GIS (11%) – Lead GIS Technician

Boards/Administration/Misc. (11%) – Brownfield Redevelopment Authority, Non-Motorized Transportation Committee, Planning Commission, Historic District Commission, Zoning Board of Appeals; City Insurance Administrator; oversee Building Department/Planning & Zoning Department Reports to City Council on department activities:

Grants – (9%) – Writes and Administers Grants

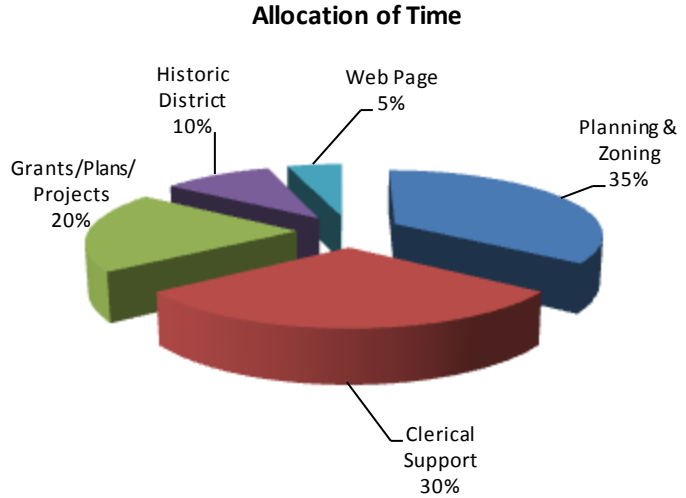
Ramsdell Theatre (8%) – assists with the operation of the Ramsdell Theatre,

Brownfield (8%) – Brownfield Redevelopment Administrator/Liaison to Brownfield Redevelopment Authority (BRA)

Planning and Zoning Department (Administrative Assistant)

The Administrative Assistant to the Community Development Director is responsible for the majority of Planning and Zoning operations. Also acts as the office manager for the Community Development Department and performs a variety of duties.

Allocations of time are estimates and very from week to week:



Planning & Zoning (35%) – Maintains necessary educational credits needed to keep up Master Citizen Planner and Zoning Administrator Certification. Recording Secretary to the Planning Commission, Zoning Board of Appeals and subcommittees; Processes all requests for Planning Commission and Zoning Board of Appeals; Drafts Ordinance Amendments; maintains permanent records; schedules training; Meet with citizens and developers, issues Permits (Driveway, Fence, Land Use, Sign), inspects for compliance, send correction notices if needed; Keeps up to date on current Planning/Zoning trends and changes in State Laws, attend Training and Workshops for Planning, Zoning, Historic Preservation, and Records Management Developing an office and procedure manual.

Clerical Support (30%) - Prepare Council Agenda items for the Community Development Department; Maintain files; assist Customers/answer phone calls, Review Business Registrations for Zoning Compliance; Prepares Codified Ordinance Drafts, formats Amendments, update books, post updates on Web Page.

Grants/Plans/Projects (20%) – Type necessary documents/draft language for grant applications where needed, review manuals for compliance, prepare necessary attachments and cover letters; Prepares the five year Community Recreation Plan, developed a schedule to make sure the plans are completed on time; Annually prepare a timeline for all the components needed for both the Healthy Active Manistee (H.A.M. it Up!) and Labor Day Bridge Walk annual events. Design and prepare Brochures and event sheets for (H.A.M. it Up), follow-up with sponsors and endorsement from the State of Michigan; Design and Print Posters, Flyers and Brochures for Events at the Ramsdell Theater.

Historic District (10%) – Recording Secretary to the Historic District Commission; Processes all requests for the Commission; Drafts Guidelines; Prepares forms; maintains permanent record; Issues permits; schedules training; prepared Michigan's Certified Local Government Program application;

Web Page (5%) – Design and develop hard copies and fillable forms for the City Web Page for the Building/Rental Department, Historic District Commission, Planning Commission, Planning and Zoning Department, Zoning Board of Appeals; Helps maintain Web Page Calendars, Codified Ordinance, Zoning Ordinance, Forms & Documents, Meeting Agendas and Minutes, Ramsdell Events, News Flash, Created Developers Guide. Will assist in training other departments to update their own content in the future.

Building/Rental Inspector/Blight Enforcement/Facilities Manager/Ramsdell Theatre

The Building Inspector works under the Community Development Director acts as the Building Inspector, Rental Inspector, Facilities Manager for City Hall and the Ramsdell Theatre, and provides Code Enforcement for Blight.

Allocations of time are estimates and vary from week to week:

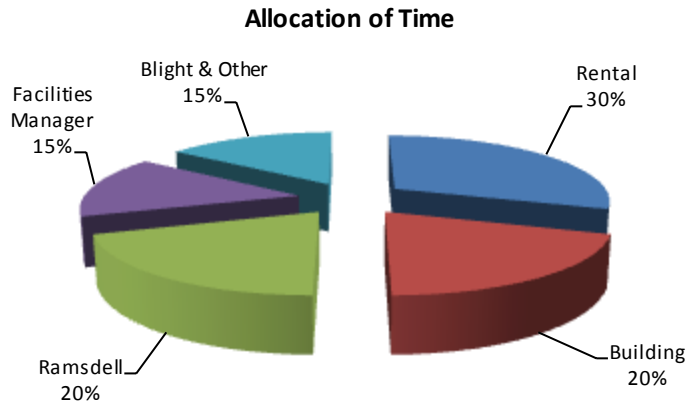
Rental Inspections (30%) – Make sure units are registered, Notify Landlord of Inspection, Collect fees, Perform Inspection, Note Violations, Notify Landlord of Violations, Re-inspect for Compliance, Send Landlord Certificate of Compliance.

Building Inspections (20%) – Plan Review, Permit Review, Permit Fee Calculation, Collect Fee, Issue Permit, Footing Inspections, Rough Inspections, Correction Notices, Re-inspections, Final Inspections, Issue Certificate of Occupancy, Demolition Permits, maintains Demolition Guidelines. As a State of Michigan Building Official, Building Inspector and Plan Reviewer he maintains certification through continuing education and is also a Certified Lead Paint Risk Assessor, Lead Paint Inspector and has taken training in Asbestos Abatement.

Ramsdell (20%) –Supervision of part time employees at Ramsdell Theatre, Site Manager Training, Contact/Schedule Site Managers to work events (Weddings, Proms, Movies, Opera, other Productions/Events), Schedule Concession Stand Workers, Sound Technicians, and Light Technicians

Facility Manager (15%) – Daily responsibilities for Buildings (City Hall, Ramsdell Theatre, City Marina), Heating/Cooling Systems, Electrical System, Daily Maintenance. In charge of building temperatures Air Conditioning in summer/Heat in winter, Computer operation of HVAC System at Ramsdell Theatre, Boiler Inspection City Hall and Ramsdell Theatre), Elevator Inspection (City Hall and Ramsdell Theatre).

Blight/Complaints/Other (10%) – Receive written or verbal complaints or personally observe blight, check the property and/or take photographs, write letter to owner of property giving 7 to 10 days to comply, if property is not brought into compliance, tickets may be issued, follow up to see if further action needs to be taken (i.e. demolition process, appear in Court if needed). Annual Report to City Council, PowerPoint presentations to other organizations such as Handicap Ramp presentation to the Senior Center.



Building Department Clerical Support (retiring March 31, 2013)

In 2006 a secretary was hired to provide clerical support for the Building Inspector. The primary responsibility is assisting the Building Inspector with scheduling, maintaining records, collecting fees, and follow-up appointments for the Rental Program. Also performing clerical support for building inspector and Recording Secretary to the Brownfield Redevelopment Authority.

General Office Duties – Answer phones, provide information requested, take messages for inspector, type letters, process building permits, process/close out files once Certificate of Occupancy is issued, send out expiration letters, prepare monthly building permit reports, maintain files (Building Department and Ramsdell Theatre), keep adequate supply of various applications available in the office, update and maintain an adequate supply of the Property Maintenance Checklist, Schedule/Maintain Inspectors Calendar of appointments, provide information for Building Inspector's Annual Report to City Council, Maintain a Contractor's listing, order supplies as needed, check property ownership records, updated BSA Files for change of ownership and maintains the files in the plan room.

Rental Database – update in excel and in BSA software rental inspections (currently 915 rental units, approximately 305 rental inspections per year – three year cycle), sent out approximately 50 rental status letters in 2012 resulting in 14 new rentals.

Blight Letters - Prepare letters, process complain forms, schedule follow up.

Recording Secretary Brownfield Redevelopment Authority – Schedule/Cancel meetings, prepare agendas, prepare minutes, maintain record, and prepare/mail meeting packets to members.

City Hall Caretaker

General Duties – Daily Cleaning of City Hall Building; snow removal in the winter months; maintains supply inventory.

Ramsdell Theatre Caretakers (2 – currently one position is vacant)

General Duties – Daily Cleaning of Ramsdell Theatre, set up and tear down for events, snow removal in the winter months.

Ramsdell Theatre Site Managers

Primary Responsibilities – Present whenever an event is occurring at the Ramsdell to protect the condition of the building as well as protect the safety and welfare of the guests and tenants, making sure that everyone's experience at the building is a pleasant one.

Budgeting Challenges/Responses

The Community Development Department has been proactive in dealing with the City's recent financial challenges.

- Longevity was eliminated
- Department Director took two furlough days in FY 10/11
- Department Director quit maintaining Building Official Certification, saving money on both license fees and training expenses.
- Planning/Zoning – Administrative Assistant works a Flex Schedule to accommodate evening meetings. Which eliminates overtime and/or comp time.
- Building Inspector uses Flex Time to minimize overtime. Subject to frequent call ins on weekends/evenings for Ramsdell Theatre.
- Hired a permanent part time caretaker for City Hall, eliminating contracted cleaning service for a savings of approximately \$20,000.

TRADITIONAL COMMUNITY DEVELOPMENT SERVICES - BENCHMARK REVIEW

As with previous studies, an information gathering survey was sent to various benchmark communities. This report contains several elements that are different than the Assessing, DPW or Public Safety White Papers. Based upon the numerous activities that are part of the Community Development Department responsibilities the Administrative Team also completed in depth phone interviews with six of the seven benchmark communities (Charlevoix responded to the questionnaire but did not participate in a phone interview). Each phone interview took approximately one hour to complete. Notes of each phone interview were taken by Executive Secretary Cindy Lokovich. The City Manager, Finance Director, Planning and Zoning Administrative Assistant and Community Development Director participated in the phone interviews. The primary purpose of conducting these interviews was to look for commonalities among how communities provide services to residents and to identify best practices for service delivery. Detailed responses can be found in the appendix.

The seven communities that participated were:

Alpena	Big Rapids	Boyne City	Cadillac
Charlevoix	Ludington	Marshall	

Each community was asked how they provide services for the following activities that make up the bulk City of Manistee Community Development workload:

Brownfield Redevelopment	Building Inspection
Building Maintenance	Code Enforcement (Blight)
Economic Development	GIS Services
Grant (Administration/Preparation)	Historic District
Planning	Project Management
Rental Inspection	Service Levels
Zoning	

Each service area will be discussed based upon the responses from the benchmark communities. The narratives addressed how each benchmark community provides the particular service.

Brownfield Redevelopment

Manistee – The City of Manistee administers the City of Manistee Brownfield Redevelopment Program. The Community Development Director acts as the Brownfield Administrator for the City. Clerical support for the BRA is provided by the permanent part-time clerical staff in the Building Department. The City has a contracted Brownfield Consultant to assist with the program who is paid an hourly rate for services rendered. Grants for the BRA are written by the Brownfield Consultant.

Benchmark Communities – Two of the seven benchmark communities administer their own Brownfield program similar to how the City of Manistee administers their program. Alpena and Cadillac administer their own Brownfield. Big Rapids, Boyne City and Ludington are part of a County Brownfield Program.

Marshall is handled through their Local Development Finance Authority. Charlevoix does not have a Brownfield Program.

Building Inspection

Manistee – The City of Manistee Building Inspector is responsible for Building Inspections. The Building Inspector is assisted by a permanent part-time clerical assistant. The Trades (Electrical, Mechanical, Plumbing) are performed by the State of Michigan. There have been inquiries for the City to provide Building Inspection Services to other communities, but the City does not provide this service outside the City Limits at this time, except for MSHDA Inspection services that are performed for the County. These inspections are invoiced on a time basis.

Benchmark Communities –Alpena has both a Building Official and Building Inspector. Big Rapids, Boyne City, Cadillac, and Charlevoix use the County Inspectors. Ludington and Marshall both contract for Building Inspection services.

Building Maintenance

Manistee – The City of Manistee Building Inspector is responsible for Building Maintenance for City Hall, Ramsdell Theatre, and the City Marina. In charge of building temperatures Air Conditioning in summer/Heat in winter, Computer operation of HVAC System at Ramsdell Theatre, Boiler Inspection City Hall and Ramsdell Theatre), Elevator Inspection (City Hall and Ramsdell Theatre). The Building Inspector estimates 35% of his time is spent on Building Maintenance. When repairs are needed the City has a Mechanical/HVAC Provider of Record, Plumbing Provider of Record, Electrical Provider of Record, General Contractor Provider of Record who provides necessary services.

Benchmark Communities – The City Alpena is the only benchmark community that has a Building Inspector on staff. Alpena's City Engineer, Assistant Engineer and Building Inspector are responsible for Building Maintenance. A variety of staffing and methods are used by the remaining six benchmark communities for Building Maintenance.

Code Enforcement (Blight)

Manistee – The City of Manistee Building Inspector is responsible for Code Enforcement (Blight). The City of Manistee does not provide Code Enforcement to other communities.

Benchmark Communities – The City Alpena is the only benchmark community that has a Building Inspector on staff. Alpena's Building Inspector at 30% and Building Official at 20% are responsible for Code Enforcement. A variety of staffing and methods are used by the remaining six benchmark communities for Code Enforcement.

Economic Development

Manistee – The City of Manistee contracts with the Alliance for Economic Success (AES) for Economic Development for economic development services. The AES is a county wide economic development office funded primarily by the City of Manistee and Manistee County. Hours dedicated to Manistee vary. Some economic development services are provided by the Community Development Director and

the City Manager. The City of Manistee does not provide Economic Development Services to other communities.

Benchmark Communities – All benchmark communities work with local, county or regional organizations for Economic Development Services similar to how Manistee works with AES.

GIS Services

Manistee – The City receives the base layers from the County Equalization Department and contracting with a private consultant to provide utility layers. The Community Development Director provides the majority of the GIS services for the City of Manistee (approx. 11% of his time). The City does not provide GIS Services to other Communities.

Benchmark Communities – Big Rapids has the largest GIS program with a two person department. The Boyne City Planner spends about 10 – 15% of their time on GIS similar to the City of Manistee Community Development Directors estimate of 11%. Cadillac contracts with a registered land surveyor for GIS Services. The City Planner for Charlevoix and Ludington spends a small percentage of time on GIS. In Marshall updates to the GIS is handled by individual departments and is supervised by the Public Services Director. Alpena does not have a formal program.

Grant (Administration/Preparation)

Manistee – The Community Development Director provides the majority of the Grant writing and Administration services for the City of Manistee. The Administrative Assistant assists the Community Development Director by typing necessary documents/draft language as needed, preparing necessary attachments and cover letters.

Grants are also written by:

- Department of Public Safety Grant applications to the Local Revenue Sharing Board are written by the Director of Public Safety and City Manager.
- Some recreation grants (i.e. Explore the Shore, Beach house, Fish Cleaning Station) have been written by the Alliance for Economic Success (AES).
- Some street project grants have been written by Engineer of Record
- Brownfield Grants are written by the Brownfield Consultant.

While the City of Manistee does not provide grant services to other communities, the City has written grants for the Manistee County Historical Museum for various projects within the City.

Benchmark Communities – With the exception of Boyne City who contracts for grant services the remaining communities have various employees who administer and write grants.

Historic District

Manistee – The City of Manistee has a Commercial Historic District and Historic District Commission. The Administrative Assistant is the Recording Secretary for the Historic District Commission and is

responsible for processing all the requests for meetings and maintaining all the forms and policies for the Commission. The Community Development Director serves as the Staff Liaison.

The Museum Director and Curator both provide historical assistance to applicants and the commission. Meetings for the Historic District are held during normal business hours (First Thursday of the Month at 3pm).

Benchmark Communities – Three of the benchmark communities (Big Rapids, Ludington, and Marshall) do not have a historic district. Two have a single site historic district (Alpena and Cadillac). Boyne City has a residential historic district and Charlevoix has a historic district.

Planning & Zoning Services

Manistee – The Community Development Director is responsible for Planning for the City of Manistee. The Community Development Director is the Staff Liaison to the Planning Commission. The Administrative Assistant is the Recording Secretary for the Planning Commission and is responsible for processing all the requests for meetings and maintaining all the forms and Zoning Ordinance for the Commission. The City also contracts with Williams and Works to provide planning consulting.

The Planning Commission holds a monthly meeting and Worksession outside of normal work hours (First and Third Thursday at 7pm). The City of Manistee does not provide Planning Services to other communities.

The Planning & Zoning (Administrative Assistant) is responsible for Zoning administration and enforcement in the City of Manistee. Reviewing Site Plans, issuing permits (Land Use Permits, Driveway Permits, Sign Permits), writing Zoning Amendments, maintaining/updating the Zoning Ordinance, recording secretary to Zoning Board of Appeals, and processes all necessary documentation for the Zoning Board of Appeals. The Community Development Director serves as the Staff Liaison to the Zoning Board of Appeals.

The Zoning Board of Appeals meets as needed; their meetings are held outside of normal work hours (5:30 pm). The City of Manistee does not provide Zoning Services to other communities.

Benchmark Communities – All seven of the benchmark communities provide their own Zoning Administration and staff to the Planning Commission and Zoning Board of Appeals. Meetings are held outside of normal work hours. For services such as ordinance amendments and Master Plan updates some communities depend upon services from a Planning Consultant.

Project Management – Construction Projects

Manistee – The Community Development Director is responsible for overseeing the majority of construction projects for the City of Manistee. The City of Manistee does not provide Project Management Services to other communities. With the hiring of the Utility Director it is anticipated that project management will fall there respectively in the future.

Benchmark Communities – Project Management for all the benchmark communities are handled by the Department of Public Works and/or Engineer.

Rental Inspection

Manistee – The City of Manistee Building Inspector is responsible for Rental Inspections. The Building Inspector is assisted by a permanent part-time clerical assistant who assists with maintaining rental data base, processing registrations, managing files, and scheduling inspections.

There have been inquiries for the City to provide Rental Inspection Services to other communities, but the City does not provide this service outside the City Limits at this time.

Benchmark Communities –Alpena’s Building Inspector is responsible for Rental Inspections (same as the City of Manistee). Big Rapids (Ferris State University) contracts with Mecosta County for Rental Inspection Services. Cadillac’s Rental Inspections are handled by the Fire Department. Boyne City, Charlevoix, Ludington and Marshall do not have a Rental Inspection program.

Service Levels

Manistee - The Community Development Department has been proactive in dealing with the City’s recent financial challenges.

- Longevity was eliminated
- Department Director took two furlough days in FY 10/11
- Department Director quit maintaining Building Official Certification, saving money on both license fees and training expenses.
- Planning/Zoning – Administrative Assistant works a Flex Schedule which eliminates overtime and time and a half (Comp Time) to accommodate evening meetings.
- Building Inspector uses Flex Time to minimize overtime. Subject to frequent call ins on weekends/evenings for Ramsdell Theatre.
- Hired a permanent part time caretaker for City Hall, eliminating contracted cleaning service for a savings of approximately \$20,000.

At this time no programs have been cut in the Community Development Department.

Benchmark Communities – During these tough economic times each community has dealt with the reduction in revenue in various ways.

OPTIONS FOR PROVIDING COMMUNITY DEVELOPMENT SERVICES IN THE FUTURE

There are many different options for providing Community Development services. Communities across the State deliver many different levels of these services through an incredible variety of organizational structures, partnerships, and collaborative efforts. Whatever the structure is, each community has chosen it based on their community's unique needs. There is no cookie cutter approach to delivering these services. However, with that said, there are several models that are widely used and generally accepted as viable. These main options, as well as a few that are unique to the financial, political and geographical environment of Manistee, as well as the skill sets of specific employees, are the ones that this paper explores.

One of the hardest things to do is to make decisions under uncertainty. Anytime change is contemplated; a move from the known to the unknown, there can be trepidation, fear and reluctance. No matter the situation, there are always facts that are unknown, impacts that are unforeseen and hurdles that are unanticipated. The best you can do is research and plan to the best of the organization's ability and work thru issues as they arise. Risk is present in any service delivery model, including the status quo. The way to handle risk is to quantify it to the degree possible, establish mitigating procedures, and then decide on whether the level of risk is acceptable.

The important point to keep in mind when reviewing each option is that no one service delivery method is necessarily "right" or "wrong;" "superior" or "inferior;" "safe" or "dangerous." The reality is each approach has its advantages and disadvantages; pros and cons; challenges and opportunities. In the final analysis, it comes down to the questions posed earlier:

- What service levels are desired by the community?
- What service levels are needed by the community?
- What level of service can the community afford?
- Is the current service delivery method the most effective & efficient?
- Are there alternative service delivery methods?

Preliminaries to the Discussion

Detailed descriptions of duties are provided elsewhere in this report. And, as the Operational Service Assessment concluded, each position has taken on many disparate responsibilities. For the purposes of the following discussions we are addressing overarching programs which include the component parts:

Building Inspection includes plan review, issuing permits, making inspections and all of the other duties which go into administering and enforcing the State of Michigan Construction Code.

Rental Inspection includes all of the duties necessary to enforce the City of Manistee Residential Rental Properties Ordinance.

Zoning Administration includes plan review, issuing permits, making inspections and all of the other duties involved in administering and enforcing the City of Manistee Zoning Ordinance in accordance with the Michigan Zoning Enabling Act.*

Planning includes providing ordinance drafting; staffing, research and recommendations to the Planning Commission; and other duties and responsibilities provided for in the Michigan Planning Enabling Act.*

*It should be noted that there is significant overlap of the Planning and Zoning Functions. For instance, the Special Use Permit provisions are in the Zoning Enabling Act, but require a public hearing before, and approval by, the Planning Commission.

Facilities Manager arranges for appropriate maintenance and repairs for the Ramsdell Theatre, City Hall, and the Municipal Marina. S/he also provides consultation for repairs to other municipal buildings.

Blight Enforcement is assigned to the Building Inspector by Council resolution.

Community Development includes meeting with and assisting Developers, and grant writing and administration.

Ramsdell Theatre includes assisting with operation of facility; supervision of part time employees at Ramsdell Theatre, Site Manager Training, Schedule Site Managers, Concession Stand Workers, Sound Technicians, and Light Technicians for events; prepares promotion materials. The Ramsdell Theatre White Paper discusses hiring a full time Director to oversee the Ramsdell Theatre. In that event these duties would be transferred to the Ramsdell Executive Director.

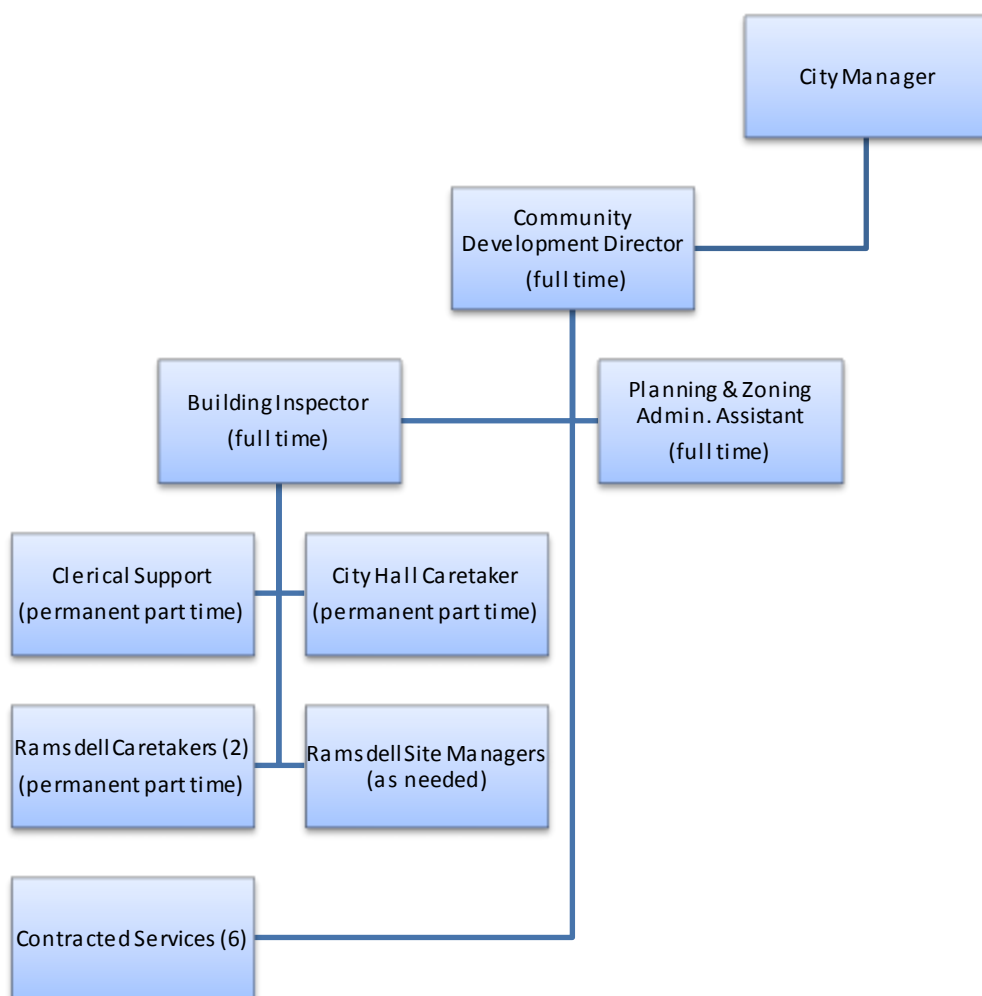
As is evident in the prior department job descriptions, the Community Development Department is quite complex and performs a myriad of duties. Therefore it must be kept in mind that for any of the discussed changes to how we provide services, there are many duties will need to be re-assigned to keep them from falling through the cracks.

The alternatives explored in this section include:

- Status Quo - Community Development kept in house with current three full time employees and three permanent part time employees
- Restructure Department by Hiring a Deputy Building Inspector
- Succession Plan for Community Development Director
- Contract out Planning and Zoning Services
- Succession Plan for Building Inspector
- Potential Revenue Sources/Intergovernmental Cooperation

Status Quo

Description – The Status Quo Option maintains a fulltime Community Development Department within the City of Manistee consisting of a Community Development Director, Planning and Zoning Department, Building/Rental Inspection Department including permanent part time clerical support for the Building Inspector. A permanent part time Caretaker for City hall and two permanent part time Caretakers at the Ramsdell Theatre. Site Managers will be used to assist with events at the Ramsdell Theater and the City would contract for Brownfield Consulting, Mechanical/HVAC, Plumbing, Electrical and General Contracting services. This would maintain the current level of service being provided to City residents. However, the pending retirement of the part time clerical support may provide opportunities which are discussed in the next section.



Assumptions – For the purpose of reviewing this option, current staffing and equipment levels are maintained so as to maintain the service levels to citizens. This also assumes that the current model is reasonably efficient and requires staffing as currently allocated.

Service Level Impacts – With the Status Quo Option, service levels to the citizens would remain the same.

Pros and Cons Review

Pros	Cons
Current service levels maintained	Does not improve service levels
Only focus is on City of Manistee Community Development Services	Does not take advantage of intergovernmental/interdepartmental cooperation opportunities
	Does not take advantage of potential savings from consolidating positions

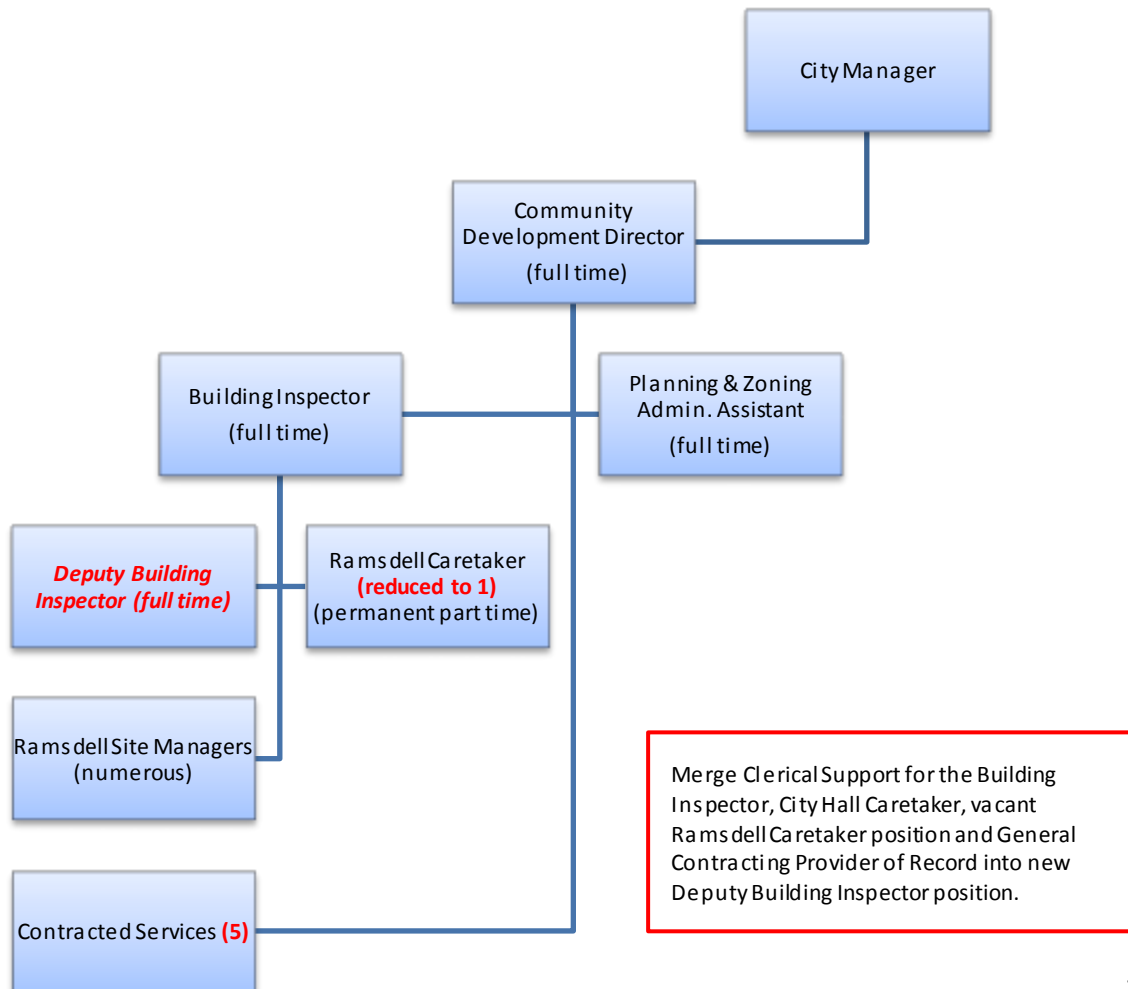
Financial Implications – The maintenance of the status quo means that costs in the department will continue to grow as wage and benefit costs increase. Operating supplies are negligible and largely static for purposes of this discussion. Maintaining this model also means that areas that are demanding more and more time (such as the Ramsdell Theatre) will either be neglected; or alternatively, other areas of responsibility will garner less attention. Once the CD Director and Building Inspector retire, cost savings may be realized thru hiring of less experienced lower cost staff.

Restructure Department by Hiring a Deputy Building Inspector

Background - During the early internal budget conversations, the retirement of the Clerical Support Staff for the Building Department was discussed. This discussion suggests a possible restructuring within the Community Development Department.

Description – This scenario eliminates the Clerical Support Staff for the Building Inspector and creates a new full time Deputy Building Inspector position (with a variety of duties.) The City has a unique opportunity for restructuring at this time because of the clerical position retirement and because the current permanent part-time City Hall Caretaker is a Licensed Builder and also is the City’s General Contracting Provider of Record. The current permanent part-time Caretaker Position, the vacant permanent part-time Ramsdell Caretaker position, and the General Contracting Provider of Record could be merged into this full time position.

This position will be largely funded by pooling together the currently allocated funds from the City Hall Caretaker, Clerical Support for the Building Inspector and the second Ramsdell Caretaker Position. Additionally, some of the work that is performed by the General Contracting Provider will be performed by both the Building Inspector and the Deputy Building Inspector providing additional cost savings.



Assumptions – The primary assumption is that a new position as Deputy Building Inspector would include the current duties of the vacant Ramsdell and City Hall Caretakers and the General Contractor Provider of Record while being trained and certified to perform Building and Rental Inspections. This would provide a relatively economical way to provide backup inspection during vacations and illnesses. It would also provide a smooth succession path for the current building inspector.

This scenario proposes eliminating the current part time clerical position. Those clerical duties would be assumed by the current staff. This added burden would be at least partially offset by the time created by the hiring of a Ramsdell Executive Director. For example, the Building Inspector estimates the approximately 20% of his time is consumed by Ramsdell duties. Most of these would be assumed by the Executive Director. The remaining clerical support would be picked up by the Administrative Assistant.

Service Level Impacts – This scenario would provide coverage when the Building Inspector is on sick or vacation leave where there currently is none. It could also eliminate the General Contracting Provider of Record contracted services.

Pros and Cons Review

Pros	Cons
Provide coverage and succession for Building Inspections	Loss of dedicated clerical support for the Building Inspector
Reduce the amount of Contracted Construction Services	Additional duties being assigned to the Planning and Zoning Administrative Assistant who already has a full plate
Full time dedication to the maintenance of facilities	
Minimal Budget impacts	
May eliminates the need to have a Contracting Provider of Record	

Financial Implications – This restructuring reduces city employment by 1/2 FTE. The net increase in cost is approximately \$5,000 per year as shown below.

Eliminate permanent PT clerical	(\$15,000)
Eliminate permanent PT City Hall caretaker	(\$15,000)
Eliminate permanent PT Ramsdell caretaker	(\$12,000)
Eliminate some Contractor of Record bills	(\$5,000)
Add FT Deputy Building Inspector	\$52,000
Total Cost Impact	\$5,000

The Manager's 2013-2014 proposed budget incorporates this scenario.

Succession Plan for Community Development Director

Description – This scenario discusses not replacing the Community Development Director Jon Rose upon his retirement. This would result in his duties being shifted to other employees. This scenario is presented as if the prior scenario of hiring a Deputy Building Inspector was not implemented; although this model could work equally well if it was implemented.

This report covers several potential scenarios, including maintaining the status quo. However the status quo is not static. The current Community Development Director is eligible for full retirement and intends to retire sometime in the next three and a half years. Additionally, it is no secret that he is actively seeking employment closer to where his wife works. This creates both an opportunity and a necessity for succession planning.

Over the past few years the department has been adapting with this eventuality in mind. Both the Planning & Zoning Administrative Assistant and Building Inspector could be assigned to work under a different Department Head. Since both of these employees work independently this should not be a difficult transition.

The Zoning Administrative Assistant has assumed nearly all of the Zoning Administration tasks. She is a Certified Zoning Administer and maintains her Master Citizen Planner credentials. She drafts most of the ordinances which come out of the Community Development Office and maintains the Codified Ordinances. The Community Development Director has encouraged her to take the lead in advising the Planning Commission and leading them through decision processes. She provides most of the staff support to the Historic District Commission and Zoning Board of Appeals. She also has become an excellent grant writer and has drafted most of the grants which have come out of the Community Development Department recently. The CDD has increased her involvement in meetings with potential developers.

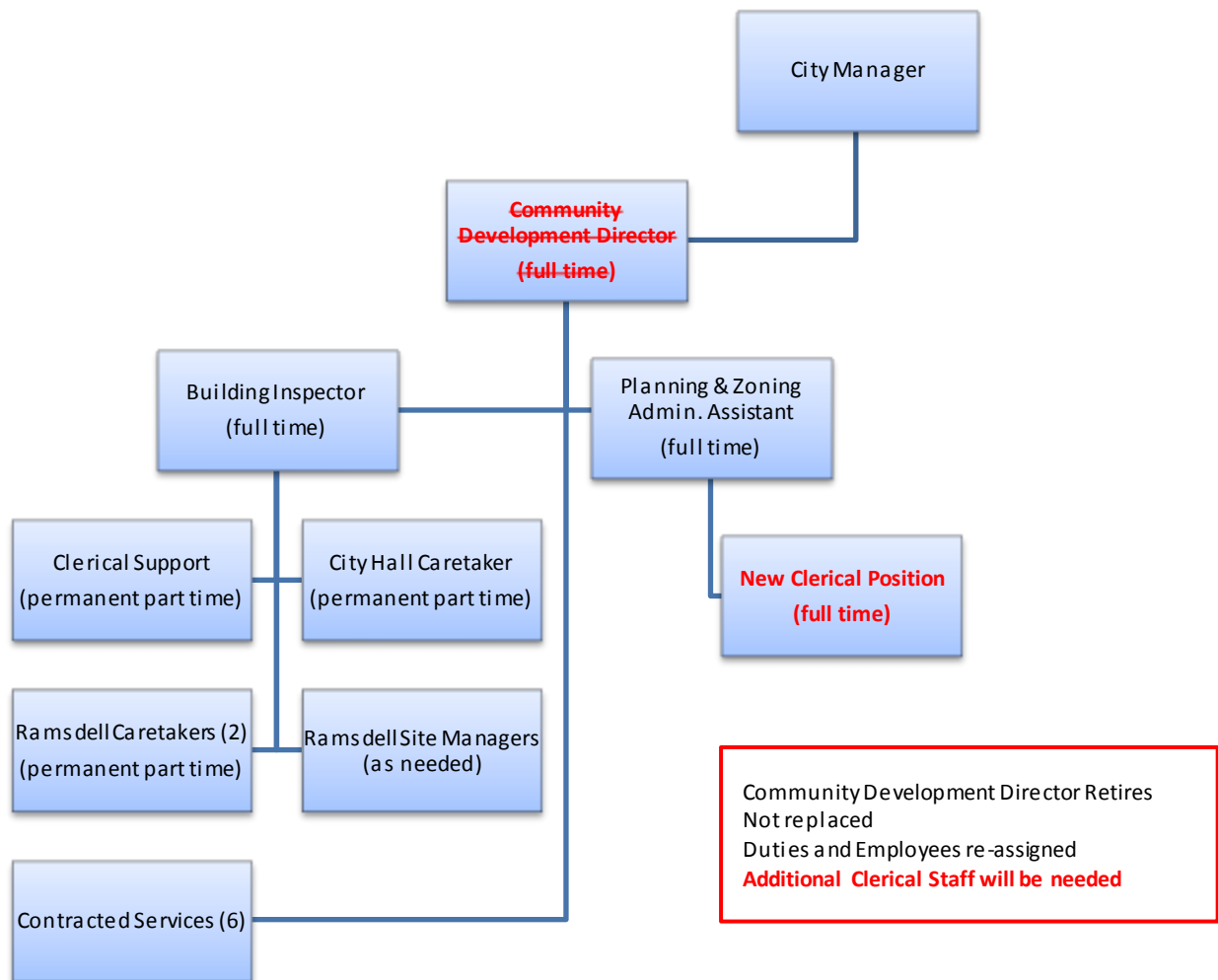
The Building Inspector has become more involved in construction project administration, playing a key role in the recent Ramsdell Theatre HVAC project. The Community Development Director has dropped his Building Official certifications with the state, leaving the Building Inspector ultimately responsible for the inspection program. This both saved educational costs and allowed the training time to be more productively spent on other demands. The Building Inspector has also assumed most of the day to day supervision of the Ramsdell Theatre caretakers and site managers.

This leaves everyone in the department with a very full plate. Assuming the hiring of an Executive Director for the Ramsdell, the supervision of the Ramsdell Caretakers and site managers would be eliminated.

The hiring of a Deputy Building Inspector could also help spread the load as well as provide the beginning of succession planning for the Building Inspector position. As has been discussed elsewhere in this report, this could be accomplished with minimal additional cost. The Deputy Building Inspector would remain the City Hall Caretaker and would continue to perform general construction for the City paid by wages rather than contract.

The recent hiring of the Utilities Director anticipated him assuming project management responsibilities. Project management is estimated at 15% of the CDD's time. Another 9% would be freed up with the hiring of a Ramsdell Executive Director.

Ideally the transition would be a gradual easing out of the current Community Development Director, or possibly maintaining a consultant relationship for a period after he was gone. Regardless, the staff is well trained and can assume the responsibility with or without additional mentoring.



Assumptions – The primary assumption is that the goal is to maintain a community approved acceptable level for the services provided by the Community Development Director while reducing costs. The duties that the Community Development Director performs would be assigned to other employees as needed. Clerical assistance will be needed.

Service Level Impacts – There will be impacts to service while the transition is taking place and the other employees assume new responsibilities. The City will lose the level of expertise that the current Community Development Director brings with his 20+ years of on the job experience.

List of duties that the Current Community Development Director would need to be reallocated or eliminated.

Brownfield Redevelopment Administrator/Liaison to Brownfield Redevelopment Authority (BRA)

- Eliminate Brownfield - The primary assumption is that requests for Brownfield credits could be made to the Manistee County BRA. The County BRA has been actively promoting brownfield redevelopment by approving brownfield plans to stimulate investment on contaminated sites and have received an EPA Brownfield Assessment Grant. Transferring responsibility to the county would eliminate the City's autonomy. While the city would still have opportunity to weigh in on proposals, ultimate project control would be in the hands of the County. **OR**
- Transfer to the Finance Director, **OR**
- Transfer to the City Manager

Liaison to City Boards/Commissions

- Non-Motorized Transportation Committee - Transfer to the Utilities Director
- Planning Commission - Transfer to P&Z Administrative Assistant
- Historic District Commission - Transfer to P&Z Administrative Assistant
- Zoning Board of Appeals - Transfer to P&Z Administrative Assistant

City Representative at various meetings - While City representation on these various Boards is desirable, it is not required.

- Cooperative Weed Management Authority - Transfer to Utilities Director
- Human Services Collaborating Body - Transfer to City Manager
- Continuum of Care - Transfer to City Manager
- Healthy Manistee Coalition - Transfer to Utilities Director
- Ramsdell Staff - Transfer to Finance Director **OR** Ramsdell Executive Director
- County Educational Steering Committee - Transfer to P&Z Administrative Assistant
- Main Street Design Committee - Transfer to P&Z Administrative Assistant

Insurance Administration - Transfer to City Clerk (the Deputy Clerk already handles the clerical functions of the insurance program).

City Staff Supervision – City Employees and Contracted Services need to be reassigned.

City Planner - Transfer to P&Z Administrative Assistant

Project Management - Transfer to Utilities Director

GIS - Transfer to Utilities Director, Finance Director, and P&Z Administrative Assistant

Grant Writing/Administration - While no grant application can take place without assistance from many parties, over the past ten years the Community Development Department has taken the lead in writing and over \$4.8 million dollars in grants. Applications such as the Main Street Designation and Acquisition

of the North Pierhead Light were also developed by staff in the Community Development Office. For the past 20 years the Five Year Parks and Recreation Plan/Community Recreation Plan (required to apply for grants) has been prepared by staff in the Community Development Department.

- Transfer Grant Writing to P&Z Administrative Assistant and Grant Administration to Finance Director, **OR**
- Transfer Grant Writing and Administration to AES Office

Ramsdell Theatre – Transfer to Ramsdell Executive Director. The Ramsdell Theatre White Paper discusses hiring a full time Director to oversee the Ramsdell Theatre.

Special Projects – The Community Development Director is regularly assigned special projects by the City Manager. This would be similar to assigning projects to an Assistant City Manager. In the event that the Community Development Director is not replaced, these projects would need to be assigned to other fully engaged employees or done by the City Manager. This will most likely result in a decrease in timeliness for completion of special projects.

Clerical Duties for the Department are performed by the Planning & Zoning Administrative Assistant. A large portion of the Community Development Director Duties would be assigned to the Planning & Zoning Administrative Assistant and would result in the need for clerical support, which could assist all individuals impacted by reassignments. This would mean hiring a fulltime clerical position.

Pros and Cons Review

Pros	Cons
Reduction in Staff Count	Loss of experienced Community Development Director
Reduced employee costs	Other duties will need to be reassigned or eliminated
	Some loss of Accountability
	Negative impact to departments to whom duties have been reassigned

Financial Implications - This restructuring reduces city employment by 1/2 FTE. The net savings is approximately \$34, 000 per year at start as shown below.

The current salary & benefit package for the Community Development Director is around \$92,000 and the cost of covering the other duties and areas of responsibility would be borne by existing employees and a full time clerical person.

The Planning and Zoning Administrative Assistant would assume sole responsibility for Planning and Zoning. She would then serve as the Staff Liaison to the Planning Commission, Historic District Commission and Zoning Board of Appeals. Additionally she would serve as the City Planner, provide GIS Services, write grants, and represent the City on the County Educational Steering Committee and Main Street Design Committee. With these additional duties this position will be re-evaluated and placed into an appropriate wage and classification category.

Eliminate Community Development Director	(\$92,000)
Add full-time clerical	\$53,000
Adjust Planning & Zoning Assistant	\$5,000
Total Cost Impact	\$(34,000)

Assumptions – The primary assumption is that the goal is to maintain a community approved acceptable level for Planning and Zoning services while reducing costs. The Planning & Zoning position would be reduced from full-time to part-time.

Option 1: An agreement with Manistee County would be needed to be approved by both entities. The County Planning Department provides Planning Services to communities at a rate of \$30 per hour and GIS services at a rate of \$20 per hour. They do not provide Zoning Services.

Option 2: An agreement with a private firm/individual would be needed.

Service Level Impacts The OSA Report stated - *“Community Development; Planning functions – The individual nature of the applicable ordinances and regulations for the City Manistee makes this a difficult function to share jointly with other agencies. Since there are no similar sized communities adjoining the City of Manistee, the service levels and expectations for the City are greater than those of other entities with which this service could be shared.”*³

Pros and Cons Review

Option 1

Pros	Cons
Intergovernmental cooperation	Loss of experienced Zoning Administrator
Possible reduction in employee costs	Loss of Zoning Fees
Might result in reduced costs	Loss of in-house coordination with Building Inspector
	Contract costs
	May result in a delay for Business Registration review for Zoning compliance

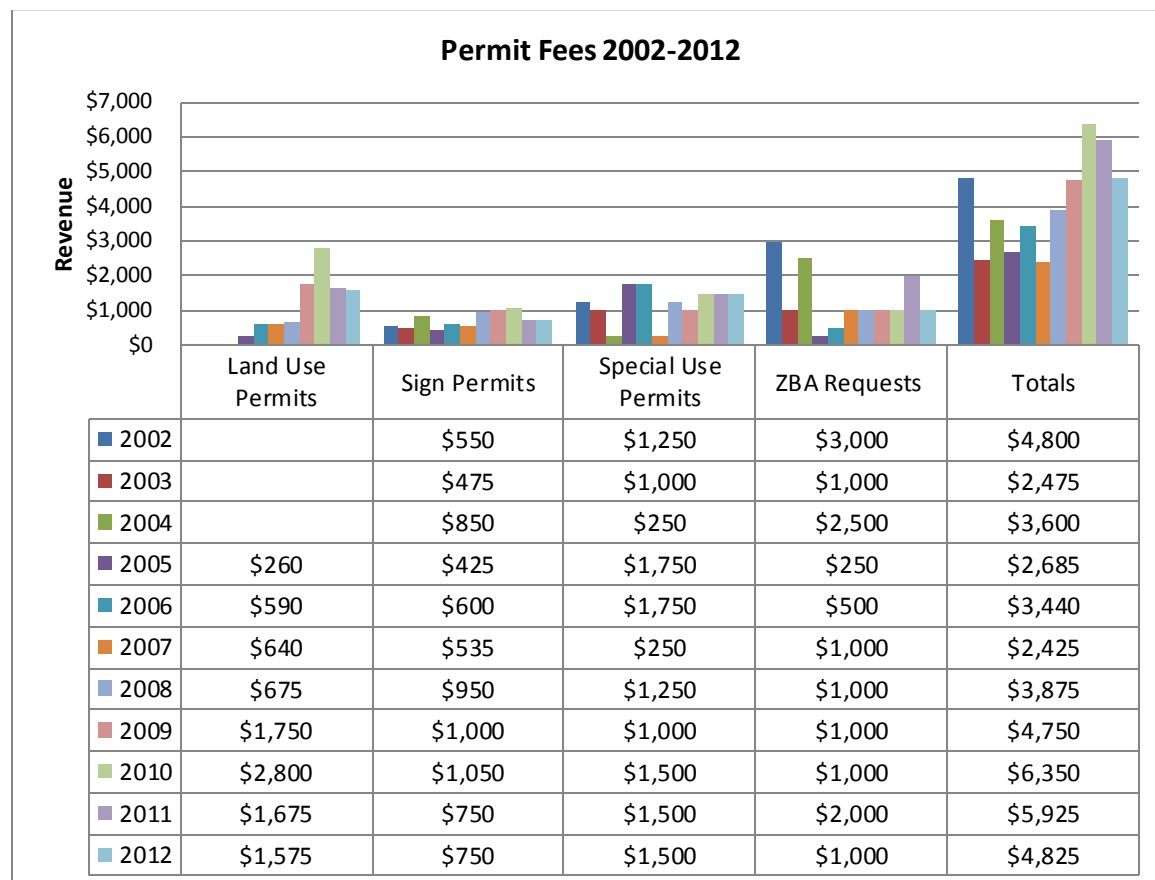
Option 2

Pros	Cons
Possible reduction in employee costs	Loss of experienced Zoning Administrator
	Loss of Zoning Fees
	Loss of in-house coordination with Building Inspector
	Contract Costs
	Less Public Accessibility
	May result in a delay for Business Registration review for Zoning compliance

³ Matrix Consulting Group *Report on the City – Wide Departmental Operational Service Assessment, City of Manistee, Michigan*, (January 12, 2010): 159

Financial Implications – The Planning & Zoning Administrative Assistant currently issues Driveway Permits, Fence Permits, Land Use Permits, Sign Permits, and applications for Special Use Permits, Zoning Amendments and Zoning Variances. If this position were to be transferred the revenue for the fees would either be collected by the county or off set by having to pay for a contractor.

The following chart shows the revenue that is generated by the permits issued by the Planning & Zoning Department over the past 10 years. Land Use Permits were included with the Building Permit fees from 2002 – 2004 and are not reflected on the chart. With the adoption of the new Zoning Ordinance in 2006 installation of fences and driveways require a Land Use Permit.



Additional revenue sources not listed on the chart include requests for Parcel Splits and/or Combinations, Street & Alley Vacation Requests, and Zoning Amendments.

This restructuring reduces city employment by 1/2 FTE. The net savings is approximately \$25,000 per year at start as shown below.

Eliminate Full time Planning & Zoning Assistant	(\$70,000)
Add part-time Planning & Zoning Assistant	\$20,000
Planning Contract	\$10,000
Zoning Contract	\$15,000
Total Cost Impact	\$(25,000)

Succession Plan for Building Inspector

Replace Building Inspector upon retirement

Description - Another component of the plan is how to address the responsibilities for the current building inspector upon his retirement. Earlier this report speaks of hiring a new full time Deputy Building Inspector. The current City Hall Caretaker is a Licensed Builder and is the City's Contracted General Construction Provider. This is a unique opportunity that would allow the current building inspector the time to train his replacement.

The current building inspector had the guidance of the Community Development Director to assist him in learning the duties of the position, since he had previously filled the position. The Deputy Building Inspector would have time to obtain the needed certification for the position. This scenario allows for the transfer of years of knowledge that would be lost if the current inspector were to retire before the position was filled.

Upon retirement the Deputy Building Inspector could be appointed as the Building Inspector. A new Deputy Building Inspector would be hired.

Assumptions – This scenario applies equally well for both the Status Quo or in the event a Deputy Building Inspector is hired. Equipment levels are maintained so as to maintain the service levels to citizens. This also assumes that both models are reasonably efficient.

Service Level Impacts – With either model service levels to the citizens would remain the same.

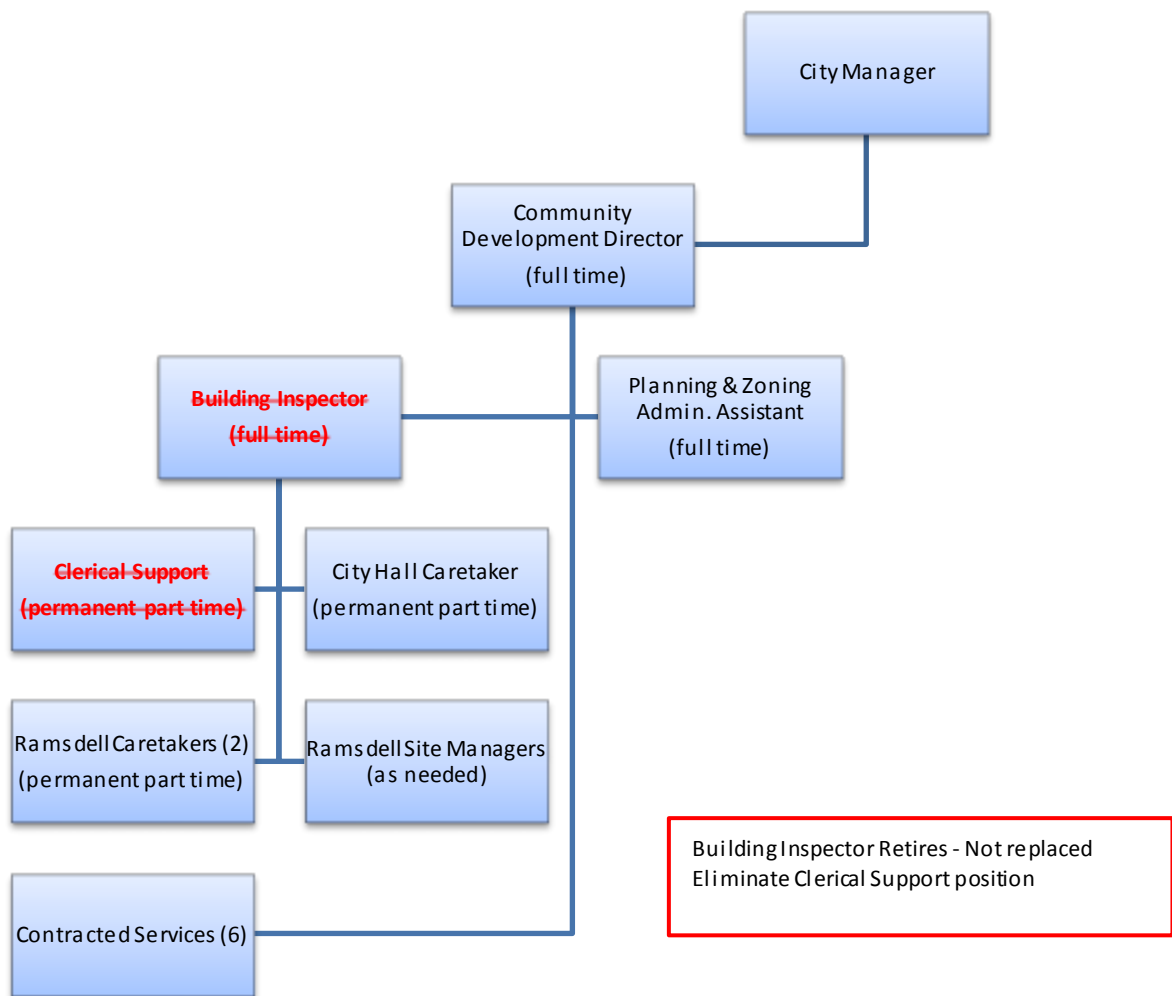
Pros and Cons Review

Pros	Cons
Current service levels maintained	Does not take advantage of intergovernmental/interdepartmental cooperation opportunities
Smooth transition	Does not take advantage of potential savings from consolidating positions

Financial Implications – Upon the Building Inspector's retirement some cost savings will be realized since the starting wages for the position are likely to be lower than the current wages. Operating supplies are negligible and largely static for purposes of this discussion

Building Inspector Retires and is not replaced

Description – This scenario discusses not replacing the Building Inspector Mark Niesen upon his retirement. This would result in his duties being transferred to the State of Michigan, Manistee County or shifted to other employees. This would also result in the elimination of Clerical Support for the Building Inspector. The other part time employees that the Building Inspector supervises would be reassigned.



Assumptions – The primary assumption is that the goal is to maintain a community acceptable level for the services provided by the Building Inspector while reducing costs. This would also result in eliminating clerical support staff to the Building Inspector.

Service Level Impacts – There will be impacts to service while the transition is taking place and the other employees assume new responsibilities. Applications for Building Permits would take longer if

done through the State of Michigan. The City will lose the level of expertise that the current Building Inspector brings with his 13+ years of on the job experience.

List of duties of the Current Building Inspector that would need to be reallocated or eliminated.

Building Inspections

Option 1 – Transfer Building Inspection to State of Michigan

If inspections were performed at the state level citizens and developers would need to send their Building Permit/Plan Review Applications to the State of Michigan for processing. Review of the state web site indicates that application forms are available to be filled out on line, the applicant must complete the form, call for the fee amount and send the request in for processing (via mail).

When speaking with contractors who deal with the State Building Inspector regarding the turnaround time for application/fee processing and scheduling inspections the following is the comparison:

Contractor	Length of time for application/plan review		Length of time for scheduling inspection	
	City of Manistee	State of Michigan	City of Manistee	State of Michigan
A	Same or next day*	2 – 6 weeks	Same or next day*	2 – 10 days
B	Same or next day*	3 weeks	Same or next day*	1 -2 weeks
C	Same or next day*	2 – 3 weeks	Same or next day*	1 -3 weeks

*Unless the Inspector is on sick leave or vacation leave.

When an applicant wants a Building Permit in the City they typically can get the permit the same day or following day if they have submitted all the necessary documents.

Option 2 - Transfer Building Inspections to County

While inspections performed at the County Level would be closer to the current level of service, the County would have to agree to provide this service. At this time Manistee County does not show any desire to perform Building Inspection Services.

Option 3 – Contract for Building Inspection Services

The City could continue to enforce the Building Code, but contract with a person/firm to provide the enforcement and administration services. Many townships go this route. The City of Manistee used a contract inspector in the late 90's. The Inspector provided a minimum of 8 hours per week (their office) Plan Review and Building Inspection services at an annual retainer of \$3,750 plus 90% of the permit fees.

Rental Inspections

Option 1- Eliminate Rental Program

Elimination of the program would eliminate the standard for maintaining safe and a solid rental stock in the community. The chance of the buildings going into disrepair would need to be factored in the decision to eliminate the program. Also one must take into account that prior to the rental registration program the Building Inspector would handle complaints from renters whose landlords were not maintaining their buildings to an acceptable level. Without the program the Building Inspector had little or no leverage with the landlord.

If eliminated, the primary assumption would have to be is that the Rental Inspection Program costs do not out-weigh the benefits. That has not been true up to this point. On Mach 7, 2000 City Council established the Rental Inspection Program by adopting Chapter 1482 Residential Rental Properties. The program was established when it became evident that the housing stock for rentals in the City had been steadily deteriorating and were bringing down the value of adjoining properties. Many properties were barely being maintained to a degree that was habitable.

Option 2 – Transfer Rental Program to Fire Department

Firefighters could be a good fit for Rental Inspections. They already do Commercial inspections, so they have the processes in place. Questions remain regarding work load and whether there is available time. Rental inspections are scheduled in advance to make sure both the tenant and the landlord are notified and access to the unit is available. Due to the nature of the firefighters primary functions, they would occasionally not be able the keep the appointments.

Option 3- Contract for Rental Inspections

While knowledge and professionalism are necessary, there are no state licenses or registrations required to perform rental inspection. Therefore there is a larger pool of potential contractors that could deliver this service. As there is a significant revenue stream from fees in this program, it is questionable how much financial savings there might be.

Blight Enforcement – Transfer to Police Department

Ramsdell Theatre - Transfer to Ramsdell Executive Director. The Ramsdell Theatre White Paper discusses hiring a full time Director to oversee the Ramsdell Theatre.

Facilities Management - Transfer to Utility Director. The new Utility Director could take on the Facilities Manager Duties as part of the new position.

Construction Board of Appeals – Board would be eliminated, appeals would be made to the State of Michigan or Manistee County.

The following City Ordinances City Ordinances Chapter 1420 Michigan Building Code and Chapter 1482 Residential Rental Properties would need to be amended or repealed.

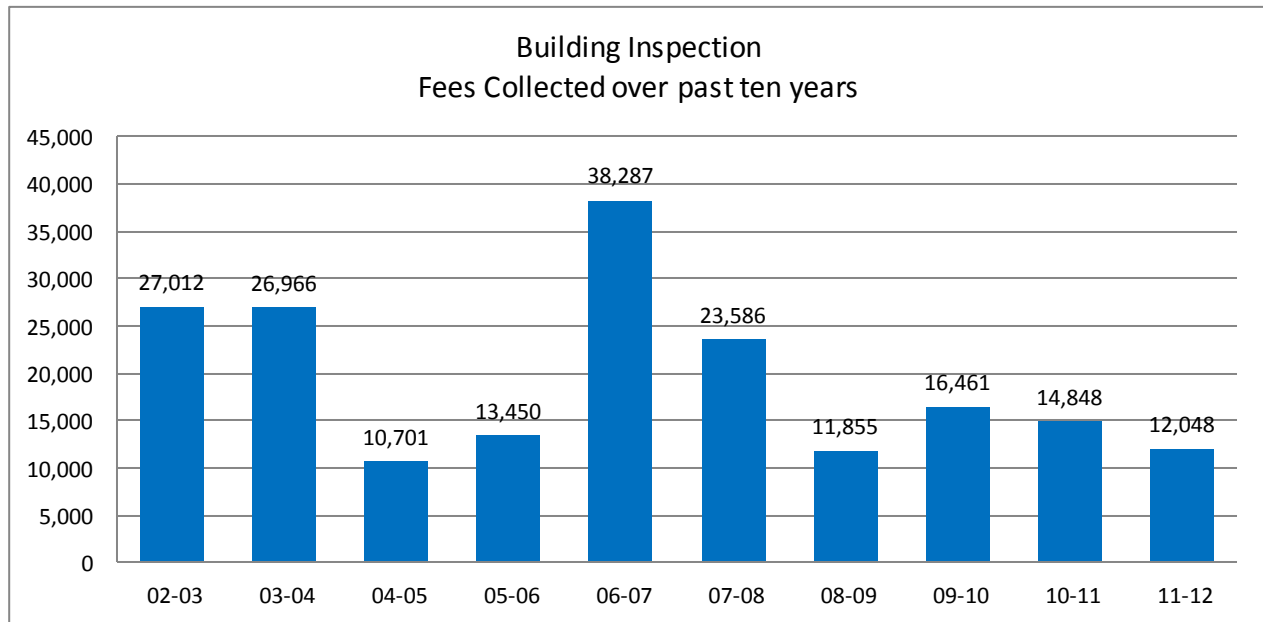
Pros and Cons Review

Pros	Cons
Possible Reduction in Staff Count - Full Time Building Inspector and Permanent Part Time Clerical	Loss of experienced Building Inspector
State conducts all needed inspections for building (less confusing)	Other duties will need to be reassigned or eliminated
Reduction in employee costs	Some loss of Accountability
	Loss of permit fees
	Possible increased cost to citizens
	Reduced level of service/convenience

Financial Implications

BUILDING INSPECTIONS

Since income is generated as part of the Inspection program it was important to take in consideration the income received from the services. The following is an analysis of building inspections from 2002 to 2012.

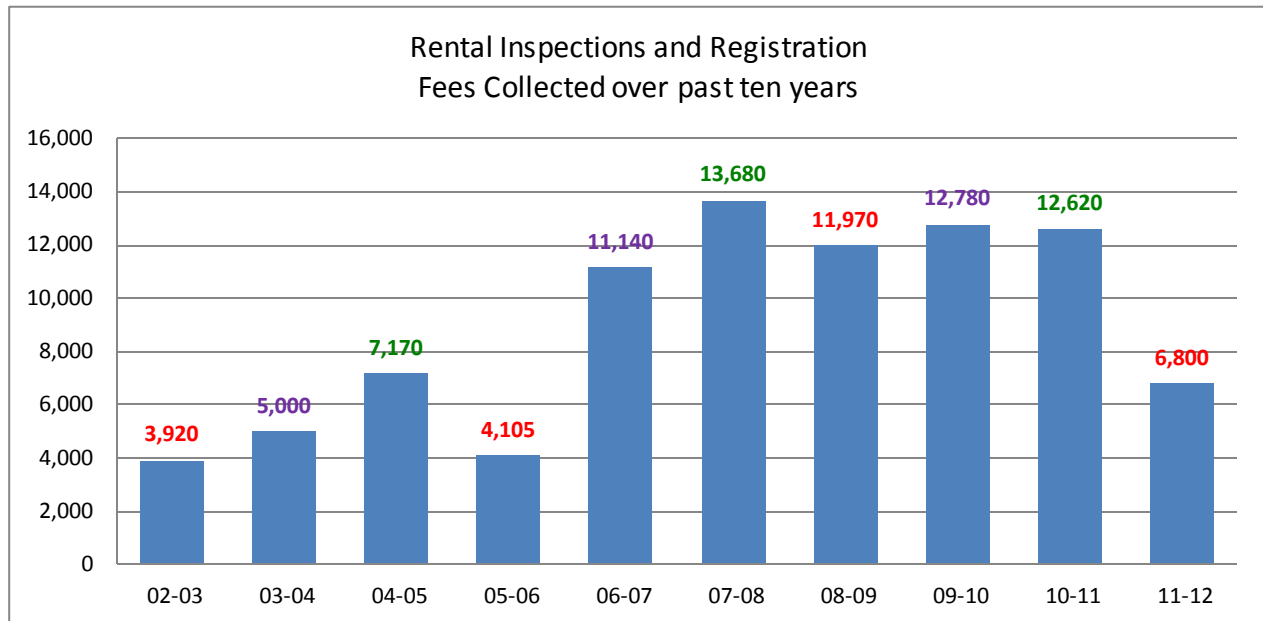


Fiscal Year	Fees	# of Permits
2002/2003	\$27,012	104
2003/2004	\$26,966	102
2004/2005	\$10,701	73
2005/2006	\$13,450	67
2006/2007*	\$38,287	112
2007/2008	\$23,586	82
2008/2009	\$11,855	60
2009/2010	\$16,461	68
2010/2011	\$14,848	80
2011/2012	\$12,048	47

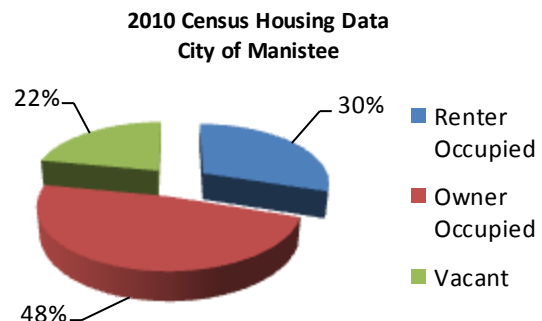
*In 2006 Clerical Support for the Building Inspector was hired. This assisted in the success of both the Rental and Building Inspection programs.

RENTAL INSPECTIONS

Since income is generated as part of the Inspection program it was important to take in consideration the income received from the services. The following is an analysis of rental inspection and registrations from 2002 to 2012.



Inspection Cycle	Fiscal Year	Fees
Cycle 1 (red)	2002/2003	\$3,920
Cycle 2 (purple)	2003/2004	\$5,000
Cycle 3 (green)	2004/2005	\$7,170
Cycle 1	2005/2006	\$4,105
Cycle 2	2006/2007*	\$11,140
Cycle 3	2007/2008	\$13,680
Cycle 1	2008/2009	\$11,970
Cycle 2	2009/2010	\$12,780
Cycle 3	2010/2011	\$12,630
Cycle 1	2011/2012	\$6,800



During the fiscal year 2011-2012 income from rental inspections and registrations totaled \$6,800. This reduction in revenue is due to not inspection the Housing commission units in 2012. The Housing Commission has 172 units (\$4,060) that were being inspected in Cycle 1; and 46 units (\$1,620) that were being inspected in Cycle 3. A reduction in fees will be reflected in both Cycles beginning in 2011/12.

The current salary & benefit package for the Building Inspector is around \$75,000. The current cost for the Permanent Part Time Clerical support staff for the building inspector is \$15,000. The City would lose revenue from Building Permit fees; and if the rental program is eliminated, the City would lose the revenue for registration and inspection feeds. The cost of covering the other duties and areas of responsibility would be borne by existing employees.

This restructuring reduces city employment by 1.5 FTE. If both Building Inspection and Rental Inspection were contracted out for the cost of the permit fees, the net savings is approximately \$64,000 per year at start as shown below. However, it is important to note that building inspection revenue can vary significantly from year to year, and this estimated savings is on the high end of what could be expected in the near term, considering that the housing market appears to be recovering.

Eliminate Full time Building Inspector	(\$75,000)
Eliminate Part time clerical	(\$15,000)
Remove Building Inspection Fees (10 year average)	\$18,500
Remove Rental Inspection Fees (3 year cycle average)	\$7,500
Total Cost Impact	(\$64,000)

Potential Revenue Sources/Intergovernmental Cooperation

Description – This scenario discusses the City of Manistee entering into a contract with other municipalities to provide Services and expanding the Building Department to include Electrical, Mechanical and Plumbing inspection services. Four options were reviewed:

Option 1 - Provide Planning and Zoning Services to other Communities

We have not been approached to provide such services, but assuming that Planning and Zoning are maintained in house, the option should be considered should the opportunity arise.

Option 2 - Provide Building Inspection Services to other Communities

The City of Manistee has the expertise and experience to offer inspection services to other municipalities. This is a service that we have had request from another municipality in the past. While there is not known to be interest currently, the service could be actively promoted. At the very least, it should be kept in mind as a future option assuming the City of Manistee retains the building code enforcement function. Hiring a Deputy Building Inspector that would assist with Inspection duties would facilitate this if the opportunity arose.

Option 3 - Provide Rental Inspection Services to other Communities

The City of Manistee is the only municipality in Manistee County that currently requires Rentals to be inspected. This is one service for which we have had requests from other municipalities. While this could provide a revenue source, it would require increased staffing. It could be another mark of intergovernmental cooperation.

With the other responsibilities that the Building Inspector performs the only way that the City could take on addition Building Inspection or Rental Inspection responsibilities would be to hire additional staff. Hiring a Deputy Building Inspector that would assist with Inspection duties would facilitate this if the opportunity arose.

Option 4 – Expand the Building Department to include Electrical, Mechanical and Plumbing Inspection services

The inspection services for the electrical, mechanical and plumbing trades are currently handled by the State. The result is relatively lengthy turn-around times for permit applications and inspection requests. It is assumed that services could be provided at a local level in a timelier manner. Smaller municipalities who provide these services typically contract with the inspectors and pay them on a per permit or per inspection basis.

Assumptions

Option 1 - Provide Planning and Zoning Services to other Communities

The primary assumption is that the goal is to maintain a community approved acceptable level for Planning and Zoning Services while generating a new revenue source. An agreement with other Municipalities that covered our costs and overhead would be needed to be approved by both entities.

Option 2 - Provide Building Inspection Services to other Communities

The primary assumption is that the goal is to maintain a community approved acceptable level for Building Inspection Services while generating a new revenue source. An agreement with other Municipalities that covered our costs and overhead would be needed to be approved by both entities.

Option 3 - Provide Rental Inspection Services to other Communities

The primary assumption is that the goal is to maintain a community approved acceptable level for Rental Inspection Services while generating a new revenue source. An agreement with other Municipalities that covered our costs and overhead would be needed to be approved by both entities.

Option 4 – Expand the Building Department to include Electrical, Mechanical and Plumbing Inspection services

The primary assumption is that expanding the Building Department to include inspection services that are currently provided by the State would provide better service while generating a new revenue source. This would require a contract with individuals who have the necessary certification to be an inspector.

Service Level Impacts - During the review it is important to note that while the staff in the Community Development Department clearly possesses the expertise and ability to provide services to other entities; they have a full workload and to take on additional services may require in the need for additional staff.

Option 1 - Provide Planning and Zoning Services to other Communities

This option may require additional clerical staff, but fees for providing the service should be more than enough to cover staffing needs.

Option 2 - Provide Building Inspection Services to other Communities & Option 3 - Provide Rental Inspection Services to other Communities

The OSA Report stated – *“Community Development; Building Inspections/Plan Reviews - The project team also considered the potential for this individual to contract to provide services for other governmental agencies as a revenue stream for the City. However, current workloads did not provide sufficient time to enable this individual to assume external duties without impacting the services provided to the City or requiring additional staff support within this function.”*⁴

Having a Deputy Building Inspector would increase the level of service for Citizens. The Deputy Inspector would cover the Building Inspector during vacations and illnesses where there is not coverage at this time. Depending on the amount of outside contract work, caretaker or other duties may be compromised.

Option 4 – Expand the Building Department to include Electrical, Mechanical and Plumbing Inspection services

This would provide a better service level to the community.

⁴ Matrix Consulting Group *Report on the City – Wide Departmental Operational Service Assessment, City of Manistee, Michigan*, (January 12, 2010): 158

Pros and Cons Review

Option 1 - Provide Planning and Zoning Services to other Communities

Pros	Cons
New Source of Revenue	Zoning Administrator will be out of the office for defined periods of time. Including new evening meetings.
New Staff could perform other duties	Need Additional Staffing

Option 2 - Provide Building Inspection Services to other Communities

Pros	Cons
New revenue source	Inspector will be out of the City for defined periods of time.
New staff could perform other duties	Require additional staff
Coverage during absences	

Option 3 - Provide Rental Inspection Services to other Communities

Pros	Cons
New revenue source	Inspector will be out of the City for defined periods of time.
New Staff could perform additional duties	Need Additional Staff

Option 4 – Expand the Building Department to include Electrical, Mechanical and Plumbing Inspection services

Pros	Cons
New Source of Revenue	Difficult to find Registered Inspectors to work part-time
Better service to the Public	

Financial Implications – This alternative is the most complex of all of the alternatives; and as such, is very difficult to put a number on what the cost and revenue impacts would be. Suffice it to say that the City would be unlikely to enter into any arrangement that does not cover incremental costs and overhead.

CONCLUSION

Community Development services are among the most complex of any municipal services because they cover an incredibly wide range of activities and functions. This can be clearly seen in the benchmark communities; as well as in our own City. There is no “best practice” for delivering these services. Rather, each community chooses a model that they deem best for them.

This report has provided several scenarios for restructuring the Community Development organization, most of which are dependent on what may occur with two of our long time employees; Community Development Director Jon Rose and Building Inspector Mark Niesen. Succession planning really is the primary theme of this report.

It is important to understand that these scenarios are not mutually exclusive. On the contrary, one or more of them could be implemented as the circumstances warrant and events unfold. Depending on the choices made, the form of the department in the not too distant future could look much like it does today, or its activities could be almost entirely transferred and/or outsourced. The restructuring opportunities are not so much dictated by a pressing need to achieve efficiencies, but rather by situations and windows of opportunity that will present themselves moving forward.

One of these situations is already upon us. The retirement of clerical assistant Sarah Wojciechowski provides a unique opportunity to move the City forward by hiring a Deputy Building Inspector as presented in the paper. This action, which is contemplated in the proposed budget, comes at a minimal cost but goes a long way towards providing continuity of services, knowledge transfer and succession planning as well as adding an extremely dedicated and talented staff member.

Once the Community Development Director and/or Building Inspector decides to retire, this report lays out potential paths to ensure a smooth transition

APPENDIX

- Benchmark Review
- PowerPoint Presentation to City Council

BENCHMARK REVIEW

Brownfield Redevelopment

Manistee – The City of Manistee administers the City of Manistee Brownfield Redevelopment Program. The Community Development Director acts as the Brownfield Administrator for the City. Clerical support for the BRA is provided by the permanent part-time clerical staff in the Building Department. The City has a contracted Brownfield Consultant to assist with the program who is paid an hourly rate for services rendered. Grants for the BRA are written by the Brownfield Consultant.

Benchmark Communities – Two of the seven benchmark communities administer their own Brownfield program similar to how the City of Manistee administers their program. Alpena and Cadillac administer their own Brownfield. Big Rapids, Boyne City and Ludington are part of a County Brownfield Program. Marshall is handled through their Local Development Finance Authority. Charlevoix does not have a Brownfield Program.

Alpena – The City of Alpena has their own Brownfield Program, administered by the Planning Development Director (full time salary employee). Planning and development is his primary responsibility. Includes planning, building, transportation authority, economic development, grant writing and MSHDA programs. Four actual plans done, three for future years. Program is very beneficial and captures some funds. Used in conjunction with EPA assessment grants for Phase I and II; downtown rental program. Mac McClellan with Otwell Mawby has assisted with one EPA grant (no phase I grants for asbestos/lead – these are included with demolitions). Discussed putting them on a retainer. Planning Development Director and Otwell Mawby wrote the EPA grant. Clerical support is 25% shared with Engineering/Building Official/Building Inspector.

Big Rapids - Part of County-wide Brownfield Program. Administered by the Director of Mecosta County Development Corporation. City has benefited from the program with a new bank and \$400,000 EPA Grant for Environmental Studies. County program works well, cooperative and helpful with any serious contender.

Boyne City - Handled through Charlevoix County. Administered by the County Clerk/Northern Lakes Economic Alliance. Outside Consultant is Mac McClellan of Otwell Mawby. Have only used this Brownfield program once locally.

Cadillac – The City of Cadillac has a Brownfield Program, the County does not. Community Development Director (salary) administers the program less than 5 hours a month; the Community Development Director is also responsible for Planning, zoning, DDA Director, Cadillac Area Invasive Species, and other community development activities. The benefits Cadillac has received from the program include DEQ loans, EPA grants for site assessments and remediation, several projects ongoing. Have contracted with Otwell Mawby and has used Lakeshore Environmental out of Grand Haven to help with the program. Otwell Mawby writes the grants for the program. The BRA program has been extremely beneficial for redevelopment, properties would not have moved forward without it.

Charlevoix - Does not have a Brownfield program.

Ludington – Part of a county-wide program. City council and County board have to approve a plan before it goes to the county BRA. Has worked so far, currently 10 plans, county has been cooperative. Separate development agreements for city, handled by City Manager. Each city handles their own paperwork. Bookkeeping for the authority handled by the city on a contractual basis (used to be a chamber employee that now works for the city, bookkeeping followed with them). Mason County Brownfield Authority administers the program for the City of Ludington. Ten plans over ten years has resulted in DDA and condo developments. Tax producing residential and commercial properties would not have been developed without this program. The Developer selects a consultant to do site assessments. Otwell Mawby has been used by the City and County for USEPA grant applications/site assessments.

Marshall – Administered through their Local Development Finance Authority. Staffed through the Marshall Area Economic Development Alliance. MAEDA is funded through the City, LDFA, DDA, and Chamber of Commerce.

Building Inspection

Manistee – The City of Manistee Building Inspector is responsible for Building Inspections. The Building Inspector is assisted by a permanent part-time clerical assistant. The Trades (Electrical, Mechanical, Plumbing) are performed by the State of Michigan. There have been inquiries for the City to provide Building Inspection Services to other communities, but the City does not provide this service outside the City Limits at this time, except for MSHDA Inspection services that are performed for the County. These inspections are invoiced on a time basis.

Benchmark Communities – Alpena has both a Building Official and Building Inspector. Big Rapids, Boyne City, Cadillac, and Charlevoix use the County Inspectors. Ludington and Marshall both contract for Building Inspection services.

Alpena – Have both a Building Official (full time/ approximately 32 hours or 80% of time spent on building functions) and Building Inspector (full time/ approximately 40% building and 60% general fund with rental inspections too). Other duties include Marina, code enforcement, Historic District/Study Commission. Alpena contracts electrical inspection with Alpena Township at 32 hours a week for City. Fees collected used for BS&A system. Service from the State is inconsistent, causes delays. It is their intent to start doing mechanical and plumbing inspections in the next two years. County has no interest in providing services. Both adjoining jurisdictions and have their own building inspector. Has provided mutual aid assistance to cover vacations, etc. when needed for other areas at no cost. Number of permits has been holding but value of projects has gone up with more permits for home improvements. Also requires permits for roofing, siding and windows.

Big Rapids - Contract with Mecosta County for Building Construction Inspections and Rental Inspection Services. Building Construction Fees go to the County. The Electrical, Mechanical, and Plumbing is also handled through the County.

Boyne City - Handled through Charlevoix County. The Electrical, Mechanical, Plumbing and Soil Erosion Control is also handled through the County.

Cadillac – Have not had a Building Inspector for the last two years. Position was eliminated due to cost factors, fees did not cover department salaries, would reconsider if new development was on the horizon. Contract with Wexford County for Building Inspection and Trades (Electrical, Mechanical & Plumbing) Services are fee based Cadillac pays nothing. Drawbacks include, loses some awareness of what is going on; County drags out condemnations, reluctant to proceed.

Charlevoix – Building Inspection done through County.

Ludington – Contracts with the same person the County Uses, paid by using a percentage of permit fees. Can assist with code enforcement/assessment at a flat hourly rate. Mason County provides Inspections for the trades. Covers for PM Township as needed. Used to be a Full Time Employee, but was laid off 3-4 years ago.

Marshall – Contracts out for all inspection services on an as needed basis. Contracted inspectors are paid through fees collected.

Building Maintenance

Manistee – The City of Manistee Building Inspector is responsible for Building Maintenance for City Hall, Ramsdell Theatre, and the City Marina. In charge of building temperatures Air Conditioning in summer/Heat in winter, Computer operation of HVAC System at Ramsdell Theatre, Boiler Inspection City Hall and Ramsdell Theatre, Elevator Inspection (City Hall and Ramsdell Theatre). The Building Inspector estimates 35% of his time is spent on Building Maintenance. When repairs are needed the City has a Mechanical/HVAC Provider of Record, Plumbing Provider of Record, Electrical Provider of Record, General Contractor Provider of Record who provides necessary services.

Benchmark Communities – The City Alpena is the only benchmark community that has a Building Inspector on staff. Alpena's City Engineer, Assistant Engineer and Building Inspector are responsible for Building Maintenance. A variety of staffing and methods are used by the remaining six benchmark communities for Building Maintenance.

Alpena – Building Maintenance is handled by the City Engineer, Assistant Engineer (both P.E.'s) and the Building Inspector. Full time employees. Responsible for City Hall, Public Safety, DPW. Maintenance provided in house; no issue with nonunion personnel doing maintenance. Building Inspector does most repairs in house. They have an electrician under contract, not for mechanical or plumbing. City Engineer bids out IT and is contracted with the County. Assistant Engineer is jack of all trades and provides webpage, clerical support for assessor and engineer. Contracted cleaning of buildings.

Big Rapids - Public Works Deputy Director is in charge of Building Maintenance for all buildings (approx. 2-3 hours). Contract Janitorial services for City Hall, Library, and Department of Public Safety. Water/Wastewater, DPW does their own in addition to public restrooms and other outbuildings. Fire cleans their quarters. DPW employees provide minor construction, painting and repairs. Administration can approve repairs up to \$7,500, they do not have any formal contracts for repairs but has one person who maintains HVAC systems.

Boyne City - Handled by the Street Superintendent (used to be the head of Maintenance – restructured into Street Department) is also responsible for all DPW duties, has good carpentry skills, plows snow (water/wastewater employees also plow snow). Contract with a small firm to provide cleaning services. Responsible for City Hall/Museum/Police Department, Fire hall (just bathrooms), 4 – 5 public restrooms, airport terminal, NOT Marina. Other areas cleaned by staff. Have a regular list of trades with no formal process based upon availability. Street Superintendent also has a HVAC background so he arranges for any repairs they can't handle.

Cadillac –City Engineer on staff who oversees all buildings. 3-5 hours of engineer related duties, 3-5 hours a week for maintenance on building owned by city but leased by DEQ. In house custodial employees who completes inside and outside basic maintenance. Full time employees. Buildings they oversee are City hall, DEQ building, Community Building, WWTP, Library (maintenance handled by library staff), Fire Hall and DPW are also maintained by their own staff. Bid out if large to outside contractor. Has (unwritten) contract with firms to provide annual window cleaning and pest control. City Manager can approve up to \$7,500 for trade projects. Contractors are well-known. No complaints from other service providers in the area.

Charlevoix – Each Department Head maintains their own buildings, Fire Chief and Fire/EMS personnel maintain City Hall. Repairs are done in house when possible, otherwise they are contracted out.

Ludington – Full time custodian (40 hours week). Responsible for City Hall, Police Department and outdoor maintenance. Other departments handle their own buildings in house. Custodian is very handy and most repairs are handled in house. Large repairs/projects are bid or contracted out. No formal arrangement/contract with a local electrician for electrical repairs. Public restroom maintenance contracted out through community mental health. Restrooms at the beach are maintained as part of the contract with the concessionaire. City provides current equipment to concessionaire but they can bring in other equipment to operate the concession stand if needed. Concessionaire provides no payment to the city and they have exclusive vending rights in this area during events (except for services or products they do not provide). Believes the contract is up this year and they have received 1-2 proposals in the past. City provides electricity, water and trash services.

Marshall – Department Head is responsible and manages the activities. City Hall has a part-time (25 hours per week) janitor and the public service building has a part-time Janitor (20 hours per week). All other buildings are maintained by the staff. City Hall, Water/Wastewater, DPW, Public Safety and Marshall House Apartments. Repairs are contracted out to the appropriate trades. Departments choose who they want to go to but they all use the same elevator company. They share the wealth and rotate through local vendors, no complaints.

Code Enforcement (Blight)

Manistee – The City of Manistee Building Inspector is responsible for Code Enforcement (Blight). The City of Manistee does not provide Code Enforcement to other communities.

Benchmark Communities – The City Alpena is the only benchmark community that has a Building Inspector on staff. Alpena's Building Inspector at 30% and Building Official at 20% are responsible for

Code Enforcement. A variety of staffing and methods are used by the remaining six benchmark communities for Code Enforcement.

Alpena – Building Inspector at 30% and Building Official at 20% of time; proactive program. Don't drive around looking for things, dealt with as noticed – vehicles, trash, grass, etc. Conditions have improved and program makes a positive impact.

Big Rapids - All code issues – tall grass, garbage, signs, off-street parking are handled by the Assistant in the Neighborhood Services Department (full time – 40 hours). Also handle library, planning, zoning, weeds, debris, garbage contract, and rental inspections. Blight not really an issue, hasn't changed much in 8 years. As a woman, Stacy has probably noticed more and has tripled the number of citations recently. She also works with the Good Neighbors Community Group. Both public safety and Neighborhood Services follow-up on junk/unlicensed vehicles. Uses the 48 hour tag if in a parking lot; 14 day tag if in residential area.

Boyne City - Stable community – property maintenance code has not been adopted. No pressure or desire by council or residents to create a program. Housing stock conditions have gone up over the last 10 years, problems are diminishing. The Assistant Planner is in charge of code enforcement. There are two full time employees in this department.

Cadillac – Environmental Enforcement Office through the Police Department; sworn officer. Full time/40 hours. Strictly deals with blight/code enforcement and related court appearances for junk, debris, grass, weeds, blight, abandoned vehicles, etc. unless needed to assist with traffic control or parking. Noticeable impact, a plus for the city, would hate to lose this position.

Charlevoix - City Planner does Code Enforcement (full time), spends about 4 – 6 hours a week on Code Enforcement, also does City Planning.

Ludington – Part-time Code Enforcement Officer, retired gentleman. City provides clerical support the same as with the building inspector. Clerical supports code enforcement officer, building inspector, planning, zoning, and assessing. Works 4 hours a day, 20 hours a week during peak season, down to one day a week in the winter. Aggressive in the spring prior to spring cleanup.

Marshall – Marshall has a part-time code enforcement officer (25 hours per week). No other duties.

Economic Development

Manistee – The City of Manistee contracts with the Alliance for Economic Success (AES) for Economic Development for economic development services. The AES is a county wide economic development office funded primarily by the City of Manistee and Manistee County. Hours dedicated to Manistee vary. Some economic development services are provided by the Community Development Director and the City Manager. The City of Manistee does not provide Economic Development Services to other communities.

Benchmark Communities – All benchmark communities work with local, county or regional organizations for Economic Development Services similar to how Manistee works with AES.

Alpena – Planning Development department is responsible. Works with DDA, CVB, Chamber and others through the Target Alpena Development Corporation. City pays \$40,000 a year toward this venture. No one else pays. County has never paid and the township used to but no longer. No. Township did not adopt Brownfield, city offered to assist but not at this point. Has DDA TIF but other tax abatements are probably going away. Works with developers and Planner is very involved in this group. Alpena looked at doing in house but decided not to. Director is doing a good job and targets a regional area through this organization.

Big Rapids - Director of Mecosta County Development Corporation handles county wide economic programs with emphasis on industry in addition to Brownfield, State Lobbying, and special business projects. Contracted – Big Rapids \$25,000 (Township \$25,000, Ferris \$25,000, County \$25,000). Mayor is also active in the industrial area. Good networking, happy with services. Not much new activity, all major developers in the area have recently expanded.

Boyne City - Four-county Northern Lakes Economic Alliance (Charlevoix, Emmet, Antrim, Cheboygan). Regional approach has been good for Boyne. City Manager/Chamber/Main Street Manager all work on economic development. The Main Street Manager operates as a department head and city manager is his supervisor along with the Main Street Board. Primary grant writer for Boyne, collects \$3,000 a year for this service plus grant administrator fees. They are trying to do more grant writing in house with their executive assistant. Happy with level of service.

Cadillac – Both the City Manager (5-8 hours week, salary) and the Community Development Director (10 hours week, salary) working with two volunteer groups the Cadillac Industrial Group and the Cadillac Industrial Fund Group. Both meet on a regular basis. They have good relationships with Convention and Visitors Bureau and Chamber. The County does not have a program. Expanding city website, dealing with industrial park and DDA, online-shows what's available in industrial parks and has a DDA directory.

Charlevoix - Partner with North Lakes Economic Alliance (\$3,500 per year). City Planner and City Manager also provide Economic Development Services.

Marshall – Economic development services are provided by MAEDA. MAEDA provides service to the City and may provide service to an area that receives City services.

GIS Services

Manistee –The City receives the base layers from the County Equalization Department and contracting with a private consultant to provide utility layers. The Community Development Director provides the majority of the GIS services for the City of Manistee (approx. 11% of his time). The City does not provide GIS Services to other Communities.

Benchmark Communities – Big Rapids has the largest GIS program with a two person department. The Boyne City Planner spends about 10 – 15% of their time on GIS similar to the City of Manistee Community Development Directors estimate of 11%. Cadillac contracts with a registered land surveyor for GIS Services. The City Planner for Charlevoix and Ludington spends a small percentage of time on GIS. In Marshall updates to the GIS is handled by individual departments and is supervised by the Public

Services Director. Alpena does not have a formal program.

Alpena - No formal program. City Engineer bids out IT and is contracted with the County. Assistant Engineer is jack of all trades and provides webpage, clerical support for assessor and engineer. No true GIS system due to time and money.

Big Rapids - Information Technology Director/IT Specialist (full time – two person department approx. ¾ FTE spent on GIS). Handles all technology phones, photocopiers. Central IT Department and networked with County, Road Commission and Hosing Commission. Provide Mapping, inspector and sidewalk. Contract with township – assessing parcels (\$20 a parcel) and map updates – not getting rich. Two DPW employees are also active users and perform street/utility updates. City maintains computers and software for the above but not much in GIS.

Boyne City - The Planning Director (full time – salary) spends approximately 10 – 15% on GIS. County also has a program but the City is more robust. They provide GIS services to the two townships they provide planning services to (Zoning Maps, basic information). The City has digitized all their water/sewer lines, traffic information. Have not provided that level to township.

Cadillac – Contract for GIS with a registered land surveyor in the area \$50,000 a year 1 ½ to 2 days a week (12-16 hours). Broad use by the DPW, Utilities, Planning, Community Development and City Manager. Improving utilities portion. Used all the time during all public meetings of Council, Planning Commission and ZBA. Collaborates with Wexford County, swaps data. County does local assessing by contract. County-wide assessing works out well, can't see ever going back.

Charlevoix - City Planner (Full time) small percentage of his time is dedicated to GIS. Recently hired a GIS intern to do mapping for 6 – 8 months.

Ludington – Same as planning, zoning, etc. Not much time spent on this, base layer only with aerial mapping. County has the system and does aerial mapping. City pays for this service. County maintains parcel layer. No utilities.

Still has contract for IT with Terrapin through the end of this year. Will be seeking proposals at that time. Still happy with contracted assessing although this individual is only a Level II, working on his Level III Assessor. Using County Assessor to sign their assessment roll. Spends \$29,000 annually and provides in house skilled clerical support that puts in personal property taxes and deeds. Contracted assessor is in the office every other Monday and every Wednesday (additional time during assessment roll preparation). Field work is completed for about 20% of the city's property each year. No complaints.

Marshall – Updates to the GIS is handled by the individual departments and supervised by the Public Services Director. Much of the base information is received from the County. Marshall is also an electrical provider. GIS includes all utilities, zoning, property overlays and aerals, Engineer maintains property layer. The contract with the county to do assessing.

Grant (Administration/Preparation)

Manistee – The Community Development Director provides the majority of the Grant writing and Administration services for the City of Manistee. The Administrative Assistant assists the Community Development Director by typing necessary documents/draft language as needed, preparing necessary attachments and cover letters.

Grants are also written by:

- Department of Public Safety Grant applications to the Local Revenue Sharing Board are written by the Director of Public Safety and City Manager.
- Some recreation grants (i.e. Explore the Shore, Beach house, Fish Cleaning Station) have been written by the Alliance for Economic Success (AES).
- Some street project grants have been written by Engineer of Record
- Brownfield Grants are written by the Brownfield Consultant.

While the City of Manistee does not provide grant services to other communities, the City has written grants for the Manistee County Historical Museum for various projects within the City.

Benchmark Communities – With the exception of Boyne City who contracts for grant services the remaining communities have various employees who administer and write grants.

Alpena - Planning Director and Engineering also writes grants and provides necessary graphics or maps.

Big Rapids - Neighborhood Service Coordinator (Full time, 40 hours) also manages rental inspection program/clerical for rental inspection program and writes and administers a majority of grants.

Boyne City - Northern Lakes Economic Alliance (NLEA) for a base fee of \$3,500 per year. No separate contract on file. Planner and Assistant Planner trying to do more in house like some trust fund grants and local revenue sharing grants. Planning Department provides some assistance to communities that use their planning department.

Cadillac – Community Development Analyst and Public Works Analyst. Full time employees. Do not provide services to other communities but are willing to assist. Have been very successful in receiving grants. Multiple responsibilities for all positions. Cadillac is down about 15-20%. Certain tasks are no longer done on a regular basis.

Charlevoix – City Manager, sometimes Department Heads if it pertains to their operations.

Ludington – Community Development Director writes and administers grants (full time employee). Oversees the downtown and provides staff support to the DDA (rental rehab program and Façade grants in the DDA), website updates. Runs/ administers county housing rehab grant. Provided this service to Scottville for one year. Inspects housing out in the county with assistance of the building inspector on a paid hourly basis. Also in charge of special events like the Farmers Market and Friday Night Lives. Also is the DDA Director. No dedicated clerical support, assisted as needed. Chamber provides marketing service for the DDA/downtown.

Marshall – Each department is responsible for their own grant submissions. Fire Department – SAFER grants, Public Services – MDOT street and bridge grants, etc.

Historic District

Manistee – The City of Manistee has a Commercial Historic District and Historic District Commission. The Administrative Assistant is the Recording Secretary for the Historic District Commission and is responsible for processing all the requests for meetings and maintaining all the forms and policies for the Commission. The Community Development Director serves as the Staff Liaison.

The Museum Director and Curator both provide historical assistance to applicants and the commission. Meetings for the Historic District are held during normal business hours (First Thursday of the Month at 3pm).

Benchmark Communities – Three of the benchmark communities (Big Rapids, Ludington, and Marshall) do not have a historic district. Two have a single site historic district (Alpena and Cadillac). Boyne City has a residential historic district and Charlevoix has a historic district.

Alpena - Two organizations. The Historic Commission has only one district that is for only one building. Most of the work is done through the Historic District Study Commission. Both are appointed by Council. Building Inspector works with the Historic District Study Commission and the Building Official works with the Historic Commission. Meetings are usually held during working hours. Not on historic register. Talked about doing more and would like more to participate but they don't want to force it on property owners.

Big Rapids - Not at this time, split vote by commission early on.

Boyne City - Have a Residential Historic District. The Deputy Treasurer full time/salary employee averaging 10% of time to Historic District with some assistance from Planning. In addition to Deputy Treasurer responsibilities and Historic District also oversees the museum next to City Hall and household hazardous waste program. Historic District is not part of the Main Street/DDA. Just put the DDA on the State Historic District. Charge a nominal amount for permit, not that many applications. Meetings are held outside normal work hours.

Cadillac – Have a single site district, no permit fee. Community Development Analyst with Clerical assistance from the CDO/Engineer/DPW departments. Three individuals in the CDO department, consultants and others as needed. Also publishes quarterly newsletters and brochures for the community. Not a Certified Local Government.

Charlevoix - City Planner (full time) is staff to the Historic District, approximately 2-4 hours a month. Meetings are held outside normal work hours.

Ludington – Historic Study Committee recommended a district/ordinance along east Ludington Avenue, has not been adopted.

Marshall – Does not have a Historic District.

Planning & Zoning Services

Manistee – The Community Development Director is responsible for Planning for the City of Manistee. The Community Development Director is the Staff Liaison to the Planning Commission. The Administrative Assistant is the Recording Secretary for the Planning Commission and is responsible for processing all the requests for meetings and maintaining all the forms and Zoning Ordinance for the Commission. The City also contracts with Williams and Works to provide planning consulting.

The Planning Commission holds a monthly meeting and Worksession outside of normal work hours (First and Third Thursday at 7pm). The City of Manistee does not provide Planning Services to other communities.

The Planning & Zoning (Administrative Assistant) is responsible for Zoning administration and enforcement in the City of Manistee. Reviewing Site Plans, issuing permits (Land Use Permits, Driveway Permits, Sign Permits), writing Zoning Amendments, maintaining/updating the Zoning Ordinance, recording secretary to Zoning Board of Appeals, and processes all necessary documentation for the Zoning Board of Appeals. The Community Development Director serves as the Staff Liaison to the Zoning Board of Appeals.

The Zoning Board of Appeals meets as needed; their meetings are held outside of normal work hours (5:30 pm). The City of Manistee does not provide Zoning Services to other communities.

Benchmark Communities – All seven of the benchmark communities provide their own Zoning Administration and staff to the Planning Commission and Zoning Board of Appeals. Meetings are held outside of normal work hours. For services such as ordinance amendments and Master Plan updates some communities depend upon services from a Planning Consultant.

Alpena – Planning Director (salary) about 30% of his time is spent on Planning and Zoning; He is staff to the Planning Commission and is assisted by recording secretary who is shared with the engineer. The Building Official works with the ZBA but Planning Director assists on an as needed basis. Building Inspector will also check for zoning issues. Meetings are held outside normal work hours; Have tried in the past to provide services to other communities but do not provide services. Currently updating 5 Year Parks & Rec Plan with engineering staff. Master Plan and Zoning Ordinance done in house except for major items. They have contracted with NMCOG for assistance in the past.

Big Rapids - Neighborhood Services Director. Four Full time employees including Director (fourth works for county with direction from City). Duties include Planning, Code Enforcement, Library, Clusters lots of Misc. Meetings for PC & ZBA are held outside normal business hours. Master Plan was done through their Regional Planning Commission. Zoning Amendments are done in house. They prepare the Five Year Parks and Recreation Plan.

Boyne City - Two full time, salaried, nonunion employees. Planning Director is AICP Certified, Assistant Planner is not. Both are MSU Citizen Planners. Additional duties include GIS/Census/Grants/Code Enforcement/FEMA. Meetings are held outside normal work hours. Provide planning services to Wilson

and Evangeline Townships (20-30% of their time). Township residents come to City Hall. They prepare Master Plan updates, Five Year Parks & Recreation Plan, independent planning and ZBA for each community. High quality of service provided to other communities, very happy with this arrangement.

Cadillac - Community Development Director (Salary) spends about 5 hours a week and is responsible for the Planning Commission. Community Development Analyst (Salary) spends about 10-20 hours a week on Zoning. Assisted by department clerical for minutes (recorded and transcribed), agendas, mailings and maintaining records. Meetings are held outside normal work hours. Most work done in house using the City Attorney. Last Zoning Ordinance rewrite done long time ago, maintained regularly. Planning Commission meets at 7 p.m. ZBA meets at 5:30 p.m. but not very often. Meetings are cancelled often.

Master Plan and zoning amendments are mostly done in house or with a consultant as needed. Five Year Parks & Rec Plan is also done in house but in concert with the schools for the last 15 years. Schools handle some recreation programming. Plan approval is needed by both groups. They use a contractual arrangement between the two groups. Uses consultant for small projects downtown and attorney for some zoning amendment assistance. No planner of record. Progressive AE, LSL.

Charlevoix - City Planner (full time) also responsible for Code Enforcement and GIS.

Ludington – Catch-all department, zoning administrator (salary). Also does Zoning, assessing assistance. Meetings are held outside normal business hours and takes minutes at the meeting. ZBA meetings are scheduled for one day a month but only meets 2-3 times a year. Master Plan is contracted to Williams & Works at \$3,500 a year on an as needed basis. Some is done in house. Zoning amendments are done in house but the Planning Commission committee helps to draft amendments. Community Development Director does the Five Year Parks & Rec Plan.

Marshall – The Director of Community Services is a full time position responsible for planning. She is also responsible for zoning, code enforcement, building inspection, recreation, Dial-A-Ride transit, and senior citizen housing complex. She is the staff liaison to the Planning Commission and ZBA. The two boards meet in the evening. We do not provide services to other communities. Natalie in Community Development oversees five separate departments. The Code Official is part-time and works 25 hours a week. Clerical support for zoning, building inspector (permit applications/fees).

Project Management – Construction Projects

Manistee – The Community Development Director is responsible for overseeing the majority of construction projects for the City of Manistee. The City of Manistee does not provide Project Management Services to other communities. With the hiring of the Utility Director it is anticipated that project management will fall there respectively in the future.

Benchmark Communities – Project Management for all the benchmark communities are handled by the Department of Public Works and/or Engineer.

Alpena – Both the Engineer and Assistant Engineer and they do projects for streets, water, sewer, treatment plant, and construction projects. Designed in house but bid out if architect is needed or if

something is unique. They will contract for field work. Has used UP Engineering in the past for restroom construction and a master plan for parks. Does inspections in house.

Big Rapids - Director of Public Works (full time) along with Deputy Director (full time). Anything bid is handled through the Director of Public Work/Commission. Department heads work in conjunction with architects and engineers. Public works handles new buildings and remodeling projects.

Boyne City - Water/Waste Water Superintendent (fulltime) and Streets/Parks Superintendent (fulltime) under their direction. If onsite inspectors are needed they are contracted through C2AE their engineers. Engineer of Record was bid out 10 years ago, extremely satisfied with their performance. C2AE also works on grants, designs all projects/historic buildings in cooperation with the city knowing that they will get the job if the grants are received. Will go out for bids if a different level of expertise is needed. Minor concerns with no bidding but so far this has been a winning combination.

Cadillac – Two primarily: DPW and Engineer. Utilities Director on water/sewer projects. Contracts with an independent engineer or architect for building projects. Also manages any utility extensions into townships utilizing agreements with townships (3 in progress).

Charlevoix – Director of Public Works (full time) also responsible for street maintenance, parks, water distribution, sewer collection.

Ludington – DPW Superintendent does anything above ground. The Utilities Director does anything below ground. Both act as liaisons to any contracted engineer. No recent building projects but used a construction manager for them. DPW will oversee any restroom projects/remodeling.

Marshall – The Public Services Director is responsible for construction projects. Besides construction projects he oversees the water, wastewater, electric, public works, environmental and airport.

Rental Inspection

Manistee – The City of Manistee Building Inspector is responsible for Rental Inspections. The Building Inspector is assisted by a permanent part-time clerical assistant who assists with maintaining rental data base, processing registrations, managing files, and scheduling inspections.

There have been inquiries for the City to provide Rental Inspection Services to other communities, but the City does not provide this service outside the City Limits at this time.

Benchmark Communities – Alpena's Building Inspector is responsible for Rental Inspections (same as the City of Manistee). Big Rapids contracts with Mecosta County for Rental Inspection Services. Cadillac's Rental Inspections are handled by the Fire Department. Boyne City, Charlevoix, Ludington and Marshall do not have a Rental Inspection program.

Alpena – Salaried Building Inspector. Program since 2000, in fourth –three year cycle for 1,600 units. A few of the larger units might not be done. Takes 99% of the Building Inspector's time. ? Program has been presented to others and assisted others to start programs. MSHDA training on lead based paint. Housing Commission is a separate entity, no direct involvement and not sure if the city inspects their

units. They inspect for certificates of occupancy for Pilot developments. Some have tried to eliminate rental inspection but the program adds to the quality of neighborhoods. Slum landlords have disappeared. Majority of council supports. City is quite tolerant on missed appointment penalties.

Big Rapids - Contract with Mecosta County for Building Construction Inspections and Rental Inspection Services. \$41,000 per year offset by fees collect, approx. 20-25 hours week. Previously used fire department employees but received too many different perspectives.

Boyne City - Do not have a rental program.

Cadillac - Used to be done by the building inspector. Services now provided by the Fire Department Fire Marshall (currently the chief) who is an employee of the city. Spends about 10 hours a week and also performs basic fire department responsibilities. Medical response only, transport is contracted out. Clerical support comes from pool of assistants assigned to other departments (no floater).

Charlevoix – Do not have a program.

Ludington – No ordinance. Has been reviewed in the past but no political support to start a program. Code Enforcement Officer will investigate complaints.

Marshall – Marshall does not do rental inspections.

Service Levels

Manistee - The Community Development Department has been proactive in dealing with the City's recent financial challenges.

- Longevity was eliminated
- Department Director took two furlough days in FY 10/11
- Department Director quit maintaining Building Official Certification, saving money on both license fees and training expenses.
- Planning/Zoning – Administrative Assistant works a Flex Schedule which eliminates overtime and time and a half (Comp Time) to accommodate evening meetings.
- Building Inspector takes Flex Time to minimize overtime. Subject to frequent call ins on weekends/evenings for Ramsdell Theatre.
- Hired a permanent part time caretaker for City Hall, eliminating contracted cleaning service for a savings of approximately \$20,000.

At this time no programs have been cut in the Community Development Department.

Benchmark Communities – During these tough economic times each community has dealt with the reduction in revenue in various ways.

Alpena – Has had cuts in employees, capital improvements, cuts in services:

- 1.) Monthly brush pickup is down to 2-3 times a year. DPW has open drop-off site but being abused by outside of city businesses.
- 2.) Reduced irrigation in parks but that is being reevaluated.

- 3.) Discontinued residential sidewalk snow plowing.
- 4.) Discontinued annual tree trimming program but is harvesting 300-500 trees killed by ash borer.

General maintenance is still quite high. Sometimes plows too well and they get complaints. Works well with non-profits and private sector. Strong in economic development. Streamlined process for permits and inspections (rapid turnaround). Always looking outside of the box. Strong volunteer base – one individual volunteered \$50,000 worth of lumber and labor for a parks project. Community reaches out to the city and partners on many projects.

Down several FTE's – Assistant City Manager, IT person, two people in engineering, 4 or 5 in administration, 2 or 3 in police and 4 or 6 in DPW. Down about 17-18%. Many employee responsibilities have changed and have been added to. No affect to tax rate, just services.

Big Rapids - Have been able to maintain our level of service, Ferris State University is a huge benefit. Keeping costs down with less overtime snowplowing, bigger lawnmowers, shared services with county, more part-time, equipment efficiencies, hire smarter. Excel in Leaf Pickup, snowplowing, airport activities.

Asked about our main street program, they have an image problem with chamber/EDO/CVB in separate facilities. Mecosta County has one website to link to all functions.

Boyne City - Fewer people doing more work, no cuts to services. Employee count: 30, down by 5-6 over ten years (17% down). Close to breaking point and will continue to look for efficiencies, through attrition and efficient hiring. Can't get much smaller. Joint meeting of local elected officials just held. Charlevoix, Boyne and East Jordan all use one assessor. Health care is a continual nightmare-HAS, increased employee contributions. Clerk/Treasurer and Manager work with local insurance carrier and now has Priority Health.

City/Chamber/DDA/Schools all on the same page. Plays well together, egos are left at the door. Proud of partnerships in planning department. Holding more events, better website, Main Street Farmers market. Leadership on various event committees is aging, need to look forward for those events. Executive Assistant manages the marina and the private marina across the channel. Has no Harbor Commission. Managing the private marina has been a money maker for about 4 years now. City Manager is also the airport manager for the airport in the city limits.

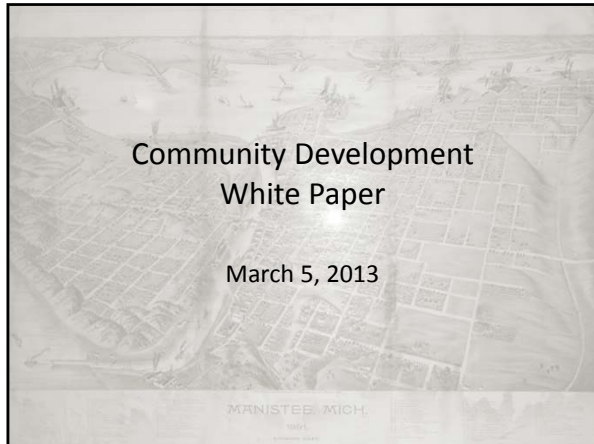
Cadillac – Maintaining basic levels of service –takes a little longer –less people and equipment. As time goes on, service will diminish. At that time they will need to determine what's needed. Fiscally conservative and good coordination between departments. Taken measures to keep costs down –ask for employee input. City is maintained extremely well. Volunteer boards and commissions help out. Many long term employees, succession planning will become important. No services cut and they have been able to maintain community's trust and confidence. Milfoil millage.

Charlevoix – have been able to maintain our service levels with pension changes (DB/DC Hybrid Plan); Employees paying larger percent of Health insurance premiums; energy efficiency efforts (Energy audits, installed new HVAC systems, motion/light sensors); monitoring gasoline consumption (buying more efficient vehicles). Our community excels in recreation, boating and beaches.

Ludington – Decrease in revenues. Maintaining services, just slower and changed the way they operate. Was 71-72 employees, now has 64-65 employees. Low hanging fruit has been plucked. Would lay off employees and cut services if future revenue decreases. Has been impacts to service levels. Would lose \$590,000 if personal property tax was eliminated. Using better technology, contracted assessor, no building inspector, one utility superintendent vs. two. Have had layoffs and attrition, impacts on technology, contracted out some services like assessing. Excels in Snow removal, police services, fire paid on call services, school resource officer (school pays \$14,000). County Fire Authority covers equipment needs. Calendar year budget has been completed. 1 ½% raises for all this year, looking at merit pay.

Marshall – Marshall has made many fulltime positions part-time. They have contracted out the building trades inspection which used to be a fulltime position. They eliminated legacy costs with eliminated longevity, defined benefit has gone to defined contribution, and 80/20 premium healthcare sharing. They have not taken furlough days. The clerk to the boards has gone to flex time for meetings to eliminate overtime.

POWERPOINT PRESENTATION



Introduction

- Purpose is to research Community Development Department operations, services provided and various options for providing services
- Document drafted by City Manager, Finance Director, Community Development Director, and reviewed by City Clerk
- Provides a Staff Preferred Option for Succession Planning

Why This Report Has Been Created

- Emotional topics!
 - Strong Feelings on all sides
 - Passionate & heated discussions
 - Easy to lose sight of facts and details
 - Assumptions and bad information lead to confusion and ultimately bad decision making

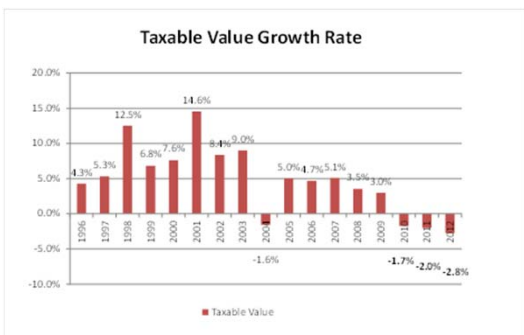
Why This Report Has Been Created

- White Paper hopes to address these issues:
 - Provide objective information
 - Present all options and opportunities
 - Develop consensus on how to move forward
 - Create a succession plan for current Community Development Director
 - Create a succession plan for current Building Inspector
- Council policy discussion

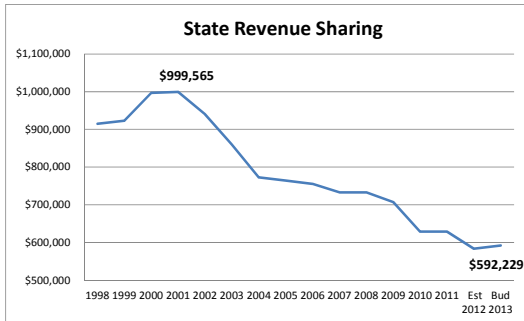
Need For Evaluation of Service

- “It’s the Economy”
 - Reduced tax base
 - Reduced state revenue sharing / EVIP
 - Increased operating costs
- City’s revenue can no longer support the service delivery models(s) of the past
- Need to reinvent operations and service delivery
- Need to look for additional revenue and ways to reduce costs

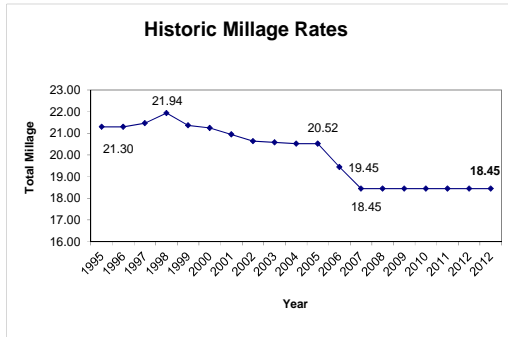
Need for Evaluation of Service



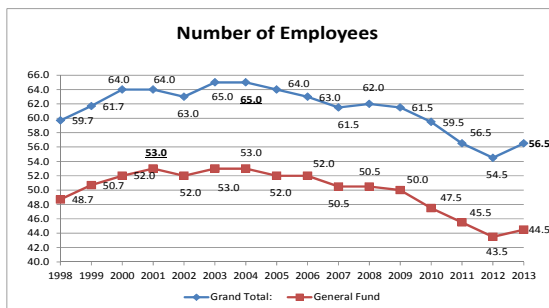
Need For Evaluation of Services

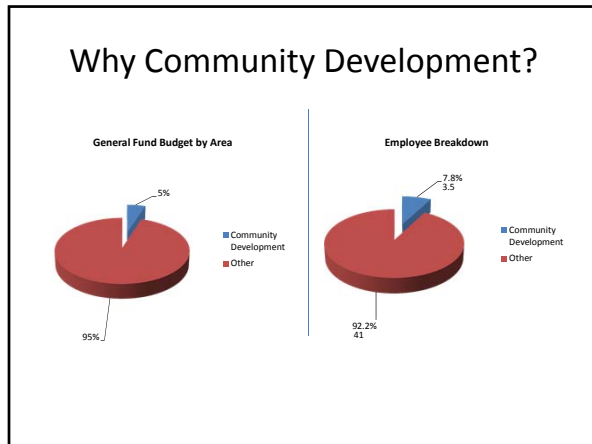


Need For Evaluation of Services



Need For Evaluation of Services





- ### Why Community Development
- Why Community Development?
 - Catch-all Department providing a wide range of services
 - Need to prepare succession planning
 - Critically important to the community
 - Top to bottom evaluation of City Services
 - Building on OSAC, Citizen Service Survey, Strategic Plan and Benchmarking

- ### Why Community Development
- Must answer these questions
 - What service levels are desired by the community?
 - What service levels are needed by the community?
 - What level of service is necessary to maintain the public health and sustain the environment of the community?
 - What level of service can the community afford?
 - Is the current service delivery method the most effective & efficient?
 - Is there an alternative service delivery method that will provide a more sustainable path for the City of Manistee?
 - Is the community willing to make a change?

Traditional Community Development Services Benchmark Review

- Benchmark communities: Alpena, Big Rapids, Boyne City, Cadillac, Charlevoix, Ludington, and Marshall Services researched:
 - Brownfield Redevelopment Building Inspection
 - Building Maintenance Code Enforcement (Blight)
 - Economic Development GIS Services
 - Grant (Administration/Preparation) Historic District
 - Planning/Zoning Project Management
 - Rental Inspection Service Levels

Community Development Services Benchmark Review

- Great information received
- Completed research is included in white paper
 - **Brownfield** - (2) administer own program (4) County, (1)LDFA, (1) no program
 - **Building Inspection** – (1) In house, (4) County, (2) Contract for services
 - **Building Maintenance** – variety of staffing methods used
 - **Code Enforcement** – variety of staffing methods used
 - **Economic Development** – all similar to how Manistee works with AES
 - **GIS** – variety of staffing methods used
 - **Grant Services** – (6) in house with various levels of service, (1) contracts for services
 - **Historic District** – (2)single site district, (2) have districts, (3) no districts
 - **Planning & Zoning Services** – All provide own Zoning Administration, some depend upon services for Planning
 - **Project Management** - Department of Public Works and/or Engineer
 - **Rental Inspection** – (1) Building Inspector, (1) County, (1) Fire Department, (4) no program
 - **Service Levels** - During these tough economic times each community has dealt with the reduction in revenue in various ways

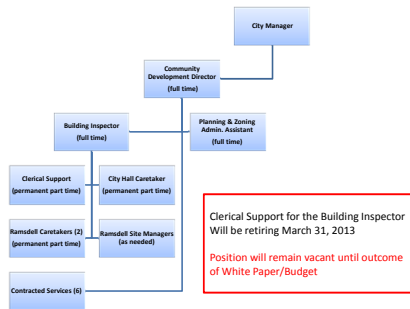
Options for providing Community Development Services

- Status Quo - Community Development kept in house with current three full time employees, four permanent part time employees, and six contracted services
- Restructure Department by Hiring a Deputy Building Inspector
- Succession Plan for Community Development Director
- Contract out Planning and Zoning Services
- Succession Plan for Building Inspector
- Potential Revenue Sources/Intergovernmental Cooperation

Status Quo

- Maintains current organizational model
- Service level remains the same
- Does not create a succession plan for Community Development Director future retirement
- Does not create a succession plan for Building Inspector future retirement
- Clerical Support Staff to the Building Inspector is retiring
(position will remain vacant until outcome of White Paper/Budget)

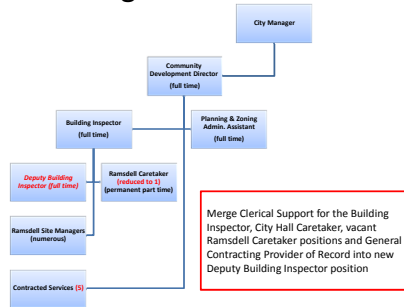
Status Quo Org. Chart



Restructure Department by Hiring a Deputy Building Inspector

- Unique opportunity
 - current permanent part-time City Hall Caretaker is a Licensed Builder
 - also is the City's General Contracting Provider of Record
 - Clerical Support Staff (Building Department) retiring
 - Ramsdell Caretaker (one vacancy)
- Replace three part time positions with Deputy Building Inspector
 - Would provide for coverage during illness/vacation
 - Would provide for Building Inspector succession planning
 - Adds dedicated and talented staff member

New Deputy Building Inspector Org. Chart



Succession Plan for Community Development Director

- Staff preferred option is to not replace upon retirement
- Duties shifted to other employees
- Additional Clerical Support staff will be needed

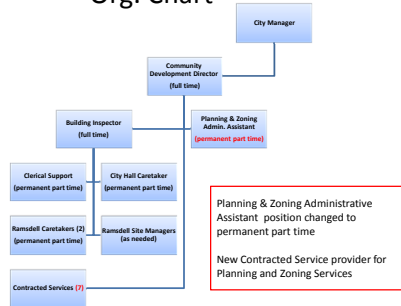
Succession Plan Community Development Director Org. Chart



Contracting Planning & Zoning Services

- **Option 1:** Contract with Manistee County Planning Department to provide Planning Services.
 - Planning Services \$30 per hour
 - GIS Services \$20 per hour
 - Currently does not provide Zoning Services
- **Option 2:** Contracting with a private firm/individual to provide Planning and Zoning Services.
 - Privatizing a service which is at a city level, traditionally provided by the government.
 - Many townships contract for zoning administration, but typically avail themselves to either the County or a private Consulting firm for planning services.
- None of the benchmark communities contracted out Zoning Administration

Contracting Planning & Zoning Services Org. Chart



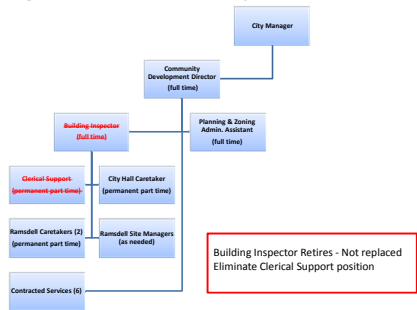
Succession Plan for Building Inspector

- **Option 1** – Replace Building Inspector upon retirement
- Hire new Building Inspector, OR
- **Promote Deputy Building Inspector (if position exists)**

Succession Plan for Building Inspector

- **Option 2** – Building Inspector Retires and is not replaced
 - Building Inspection - services transferred to State of Michigan, Manistee County or Contract for services
 - Rental Inspections – eliminate program, transfer to Fire Department or Contract for services
 - Blight – Transfer to Police Department
 - Ramsdell Theatre – Transfer to Ramsdell Executive Director (if hired)
 - Facilities Management – Transfer to Utility Director

Building Inspector Succession Plan Org. Chart – Not replaced



Potential Revenue Sources Intergovernmental Cooperation

- **Option 1** - Provide Planning and Zoning Services to other Communities
 - Maintain a community approved acceptable level for Planning and Zoning Services while generating a new revenue source.
 - An agreement with other Municipalities would need to be approved by both entities.

Potential Revenue Sources
Intergovernmental Cooperation

- **Option 2** - Provide Building Inspection Services to other Communities
 - Maintain a community approved acceptable level for Building Inspection Services while generating a new revenue source.
 - An agreement with other Municipalities would be needed to be approved by both entities.

Potential Revenue Sources
Intergovernmental Cooperation

- **Option 3** - Provide Rental Inspection Services to other Communities
 - Maintain a community approved acceptable level for Rental Inspection Services while generating a new revenue source.
 - An agreement with other Municipalities would need to be approved by both entities.

Potential Revenue Sources
Intergovernmental Cooperation

- **Option 4** – Expand the Building Department to include Electrical, Mechanical and Plumbing Inspection services
 - The primary assumption is that expanding the Building Department to include inspection services that are currently provided by the State would provide better service while generating a new revenue source.
 - This would require a contract with individuals who have the necessary certification to be an inspector.

Conclusion

- Community Development services are among the most complex of any municipal services because they cover an incredibly wide range of activities and functions.
 - Clearly seen in the benchmark communities; as well as in our own City.
 - No “best practice” for delivering these services.
 - Each community chooses a model that is best for them.

Conclusion

- Report provides several scenarios for restructuring the Community Development Department, many of which are dependent on retirement.
 - Community Development Director Jon Rose
 - Building Inspector Mark Niesen
- Succession planning really is the primary theme of this report.

Conclusion

- It is important to understand that these scenarios are not mutually exclusive.
 - One or more of them could be implemented as the circumstances warrant and events unfold.
 - Depending on the choices made
 - The department could look much like it does today;
 - or its activities could be almost entirely transferred and/or outsourced.
 - The restructuring opportunities are not so much dictated by a pressing need to achieve efficiencies, but rather by situations and windows of opportunity that will present themselves moving forward.

Conclusion

- The retirement of clerical assistant Sarah Wojciechowski
 - Unique opportunity to move the City forward by hiring a Deputy Building Inspector as presented in the paper
 - Minimal cost but goes a long way towards providing continuity of services, knowledge transfer and succession planning as well as adding an extremely dedicated and talented staff member.

Conclusion

- Report lays out potential paths to ensure a smooth transition
 - Community Development Director retires
 - Building Inspector retires

Next Steps

- Worksession scheduled for March 12, 2013 to answer questions and discuss options
- Goal to have Council direction by April to allow incorporation into budget
